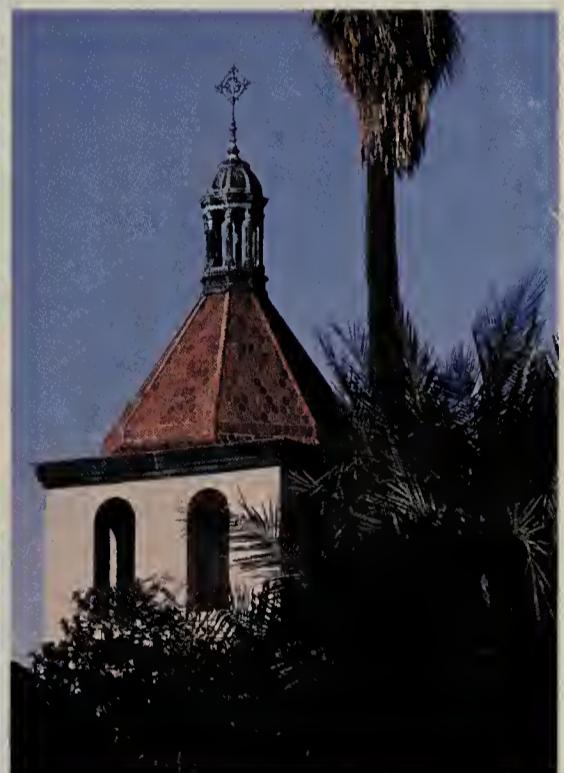


SANTA CLARA

1988-1989



Leavey School of Business
and Administration
Graduate Programs

For information:

**Leavey School of Business
and Administration
Graduate Education
Santa Clara University
Santa Clara, California 95053
(408) 554-4500**

Santa Clara University reserves the right to make program, regulation, and fee changes at any time without prior notice. The University strives to assure the accuracy of the information in this bulletin at the time of publication. However, certain statements contained in this bulletin may change or need correction.

Nondiscrimination Policy

Santa Clara University does not discriminate on the basis of race, color, age, religion, sex, marital status, handicap, national and/or ethnic origin, or veteran's status in the administration of its educational policies, admissions policies, scholarships and loan programs, athletic and other school-administered policies, as well as employment-related policies and activities. Additional information concerning nondiscrimination policy for students and academic programs may be obtained from the Personnel Department. Copies of the grievance procedure are also available in that office.

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SANTA CLARA UNIVERSITY
Thomas and Dorothy Leavey
School of Business
and Administration
Graduate Programs
1988-89

Santa Clara, California 95053



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■ Academic Calendar 1988-89

FALL QUARTER 1988

August 27	Saturday	New-student orientation
August 29– September 9	Monday–Friday	Mail registration
September 5	Monday	Labor Day; administrative holiday
September 10	Saturday	Equivalency examinations
September 22	Thursday	Instruction begins
September 22, 26, 27	Thursday, Monday, Tuesday	Late registration, 12 p.m.– 7 p.m.
September 30	Friday	Last day to add or change classes
October 12	Wednesday	Last day to withdraw from classes with partial refund
October 15	Saturday	Last day to petition for graduate degrees to be conferred in December 1988 and March 1989
October 20	Thursday	Last day to submit incomplete spring quarter and summer session 1988 work to professors
October 27	Thursday	Last day to remove spring quarter and summer session incompletes (faculty)
November 21	Monday	Last day to withdraw from classes without instructor's signature
November 24–25	Thursday–Friday	Thanksgiving recess; academic and administrative holidays
November 28– December 9	Monday–Friday	Mail registration (winter quarter)
December 1	Thursday	Classes end
December 5–7	Monday–Wednesday	Fall quarter examinations
December 12	Monday	Fall quarter grades due
December 23–26	Friday–Monday	Christmas recess; administrative holidays
December 30– January 2	Friday–Monday	New Year's recess; administrative holidays

WINTER QUARTER 1989

November 28– December 9	Monday–Friday	Mail registration
November 30	Wednesday	New-student orientation
December 3	Saturday	Equivalency examinations
January 3	Tuesday	Instruction begins
January 3–5	Tuesday–Thursday	Late registration, 12 p.m.– 7 p.m.
January 6	Friday	Last day to add or change classes
January 13	Friday	Last day to petition for graduate degrees to be conferred in June 1989
January 16	Monday	Martin Luther King's Birthday; academic and administrative holiday
January 23	Monday	Last day to withdraw from classes with partial refund
February 1	Wednesday	Last day to submit incomplete fall quarter 1988 work to professors
February 8	Wednesday	Last day to remove fall quarter incompletes (faculty)
February 20*	Monday	Presidents' Day; academic and administrative holiday
February 27– March 10	Monday–Friday	Mail registration (spring quarter)
March 2	Thursday	Last day to withdraw from classes without instructor's signature
March 13	Monday	Classes end
March 15–17	Wednesday–Friday	Winter quarter examinations
March 22	Wednesday	Winter quarter grades due

SPRING QUARTER 1989

February 27– March 10	Monday–Friday	Mail registration
March 4	Saturday	Equivalency examinations
March 11	Saturday	New-student orientation
March 24	Friday	Good Friday; administrative holiday

*Because of holiday, Monday/Wednesday classes will meet Tuesday, February 21 as a make-up day. Tuesday/Thursday classes will not meet on February 21.

March 27	Monday	Instruction begins
March 27-29	Monday-Wednesday	Late registration, 12 p.m.-7 p.m.
March 31	Friday	Last day to add or change classes
April 14	Friday	Last day to withdraw from classes with partial refund
April 24	Monday	Last day to submit incomplete winter quarter 1989 work to professors
May 1	Monday	Last day to remove winter quarter 1989 incompletes (faculty)
May 24	Wednesday	Last day to withdraw from classes without instructor's signature
May 29	Monday	Memorial Day; academic and administrative holiday
June 3	Saturday	Graduate Commencement
June 5	Monday	Classes end
June 6-8	Tuesday-Thursday	Spring quarter examinations
June 13	Tuesday	Spring quarter grades due

SUMMER SESSION 1989

May 30-June 9	Tuesday-Friday	Mail registration
May 31	Wednesday	New-student orientation
June 3	Saturday	Equivalency examinations
June 15	Thursday	Last day to petition for graduate degrees to be conferred in August 1989
June 19	Monday	Instruction begins
June 19-20	Monday-Tuesday	Late registration and add period, 12 p.m.-7 p.m.
June 23	Friday	Last day to add or change classes
July 3-4	Monday-Tuesday	Independence Day; administrative and academic holiday
July 10	Monday	Last day to withdraw from classes with partial refund
July 26	Wednesday	Last day to withdraw from classes without instructor's signature
August 15	Tuesday	Classes end
August 17-18	Thursday-Friday	Summer session examinations

August 23
October 19

Wednesday
Thursday

Summer session grades due
Last day to submit
incomplete spring and
summer session 1989
work to professors

All dates are inclusive.

A Message from the Dean

We are proud of the reputation that the MBA program has with business, industry, and service organizations. The Thomas and Dorothy Leavey School of Business and Administration has earned this reputation for excellence because of its highly qualified graduate student body; a distinguished faculty whose scholarship is internationally recognized; a commitment to collegiality and education of the whole person; alumni who have achieved eminence in one of the country's most dynamic regions; corporate and professional involvement on advisory boards; active campus recruiting; and support for endowment, scholarships, and research.

Like all schools with fine reputations, the Leavey School of Business and Administration at Santa Clara University has its own special personality. It is truly a *professional* school concerned with relating rigorous scholarship to managerial decisions. It does so in a curriculum that is

- *Multifunctional*: providing a balanced emphasis on functional business specialties (for example, marketing, finance, accounting, economics, management, operations, and decision and information sciences);
- *Strategically focused*: concerned with the whole person, the entire firm, and the societal environment; and
- *Values-oriented*: committed to the examination of ethics, values, and the human impact of decisions.

Because of the innovative business climate and high-technology character of our community, particular emphasis is placed on problems of organizations dealing with rapidly changing environments. Our interest is also with developing people who can lead, not simply manage, organizations into the 21st century, and this concern involves entrepreneurial as well as mature organizations.

The School's commitment is to the development of leaders who will guide organizations to significant positions of competitive strength and creative service to society. We look for applicants who want the best education they can get and are willing to work hard to achieve their objectives. If this approach to business education is appealing, we encourage you to join us in a graduate program of distinction.

André L. Delbecq
Dean

1

Santa Clara University

STATEMENT OF PURPOSE

Inspired by the love of God to serve through education, begun by the Franciscans who founded Mission Santa Clara in 1777 and continued by the Jesuits who opened the College in 1851, Santa Clara University declares its purpose to be the education of the human person within the Catholic and Jesuit tradition.

The University is thus dedicated to

- a community of highly qualified scholars, teachers, students, and administrators bound to an uncompromising standard of academic excellence;
- an education that, in its emphasis on undergraduate studies and its pursuit of selected high-quality graduate and professional programs, stresses moral as well as intellectual values, an education of the whole person, an education seeking to answer not only “what is” but “what should be”;
- an academic community informed by Catholic principles, a community offering its members the opportunity for worship and for deepening their religious perception, yet a community enriched by men and women of diverse religious and philosophical as well as social and racial backgrounds, a community opposed to narrow indoctrination or proselytizing, a community wherein freedom of inquiry and freedom of expression enjoy the highest priority;
- an integrated curriculum designed not only to provide the scientific and humanistic knowledge necessary to enable students to become fully human, but also to demonstrate the unity of all forms of knowledge and to enable students to assume leadership in the modern world;
- the encouragement of teaching excellence and of the scholarly research that promotes such excellence, of close student-teacher relationships, of experimental and innovative courses and teaching methods—courses and methods that stimulate not only the acquisition of knowledge but also the creative use of knowledge;

- an academic community in which students, teachers, and administrators dedicated to academic freedom and united in the search for truth actively formulate and carry into effect the University's policies.

Board of Trustees
Santa Clara University
January 22, 1975

HISTORICAL PERSPECTIVE

On January 12, 1777, six months after the signing of the Declaration of Independence, a cross was planted at a site in the present city of Santa Clara by a Spanish Franciscan missionary, Tomás de la Peña, to mark the founding of the eighth of California's original 21 missions, Santa Clara de Asís.

Three-quarters of a century elapsed before Santa Clara University, or Santa Clara College as it was known, opened its doors as an institution of higher learning. In the intervening years, however, the mission served as a spiritual center and school for the Indians. Besides religious instruction, the men were taught stockraising, farming, and the building trades; the women, weaving and sewing; the boys, reading, music, and religious drama. From 1777 until Mexican government secularization on February 27, 1837, some 9,000 persons were baptized at the mission.

During the early period, the less solidly built mission buildings of the first and second sites were destroyed by the flooding waters of the Rio Guadalupe. The third mission church, constructed of adobe, was completed in 1784 but was seriously damaged by earthquakes in 1812 and 1818. A fourth church, also adobe, was used temporarily from 1819 to 1825. The larger, fifth adobe mission with its quadrangle patio, was completed and dedicated August 12, 1825. The University's Adobe Lodge Faculty Club is all that remains of the west wing of the quadrangle.

The first site of Mission Santa Clara is marked by a California state historical landmark located near the intersection of Kifer Road and De La Cruz Boulevard. Crosses mark the second site at De La Cruz Boulevard and Martin Street and the third site at Campbell and Franklin streets. The temporary fourth mission church stood between what are now Kenna Hall and the Walsh Administration Building.

During the first three decades of the nineteenth century, the old mission enjoyed its most fruitful years. In 1827, well over 1,400 Indians lived within sound of the mission's bells. In that year, some 15,000 sheep, 14,500 head of cattle, and abundant crops of wheat, corn, and beans were produced and cared for by the Indians under the guidance of the missionaries.

A combination of factors terminated the decades of prosperity at Santa Clara and the other California missions. The Mexican War of Independence brought turmoil from 1810 to 1821 and resulted in a decrease in Franciscan personnel and donations-in-aid from benefactors. The new Mexican government took possession of the old Jesuit Pious Fund of the Californias that had been the main source of support for the mission. Most of the Indians' lands, cattle, and sheep became the object of spoliation by civil administrators.

In 1827 and again in 1829, governmental decrees ordered exile for all Spaniards who refused allegiance to the new regime. Since most of the mission padres were from Spain, many chose banishment. Some, however, remained until 1833, when Mexican Franciscan replacements arrived from the missionary college of Zacatecas. Among them was Fray Francisco García Diego y Moreno, who was to become the first bishop of the Californias. Although committed to the welfare of the Indians, the padres' resistance to governmental encroachment on the Indians' rights and property had little effect. Full secularization of mission properties was finally imposed at Mission Santa Clara in early 1837. This action ended the effectiveness of the Franciscan missionary endeavor in Alta California. Within a few years most of the mission buildings and the Indian lands, cattle, and sheep were seized by civil officials and other claimants. In the early 1840s, foreigners began arriving in Alta California in increasing numbers. Some of the immigrants were Anglo-Americans attracted by the rich agricultural lands of the Santa Clara Valley.

Events of the year 1848 dramatically altered the course of history at Santa Clara. In February the United States and Mexico signed the Treaty of Guadalupe Hidalgo, which concluded the two-year war in which they had been engaged and ceded California to the United States. That same year gold was discovered in the Sierra Nevada, thus attracting a flood of newcomers into the former Mexican province.

It was in this setting that Santa Clara opened its classroom doors in May 1851. The new Bishop of San Francisco, Joseph Sadoc Alemany, asked Jesuits Michael Accolti and John Nobili, formerly Oregon missionaries, to open a college at Mission Santa Clara. During its first academic year, 1851-52, Father Nobili and a handful of Jesuit and lay teachers offered instruction in a variety of subjects to approximately 40 students. A decision made in 1854 by the Jesuit Province of Turin, Italy, to adopt California as a permanent mission field marked a turning point in Santa Clara's history. As a consequence, the Jesuits of Turin provided the college with the faculty and support that it needed to grow. The following year, Santa Clara College received a charter of incorporation from the state of California.* In 1857, the college conferred its first collegiate degree, a Bachelor of Arts diploma, on Thomas I. Bergin. This was the first diploma granted by any institution of higher learning in the state of California. By 1858, new scientific apparatus arrived from Paris, and integrated courses in science as well as in the classics and in commercial subjects were offered.

Slow and steady growth followed, and distinguished graduates became prominent members of California life. It was not until 1912, however, that the Schools of Law and Engineering were founded. In that same year, courses in the humanities and the sciences were expanded, and the college became Santa Clara University. Meeting the demands of urban growth in the Santa Clara Valley, courses in commerce and finance were also expanded in 1926, and the University's School of Business and Administration began. In that same year,

*THE UNIVERSITY'S LEGAL NAME is *The President and Board of Trustees of Santa Clara College* to which should be added, *A Corporation, located at Santa Clara, California*. For the information of individual, corporation, and foundation donors who wish the tax benefits of their gifts and grants, the University is classified by the Internal Revenue Service as a 501 (c)(3)(ii) tax-exempt organization and it is not classified as a private foundation under section 509(a) of the IRS Code.

the old mission church was destroyed by fire. The present structure, an enlarged replica of the original, was completed in 1928.

From the 1930s through World War II, the University's enrollment was relatively stable. The return of many veterans resulted in an enlarged student body and new resources. In 1947, for the first time in the University's history, enrollment broke the 1,000 mark. From the postwar period to the present, the face of the campus has been changing and expanding. In 1961, the University announced a major change in policy and accepted women as undergraduate students for the first time in its 110-year history. Santa Clara became the first Catholic coeducational institution of higher learning in California. Thanks to the generous support of many friends, 23 new buildings have been added to match the growth in enrollments. Still newer facilities—the Louis B. Mayer Theatre, Leavey Activities Center, and Cowell Student Health Center—were completed in the early 1970s.

Although the student body has grown rapidly in the past decade, it has been held relatively small: 3,600 undergraduates and 3,900 graduate and law students. Since 1960, the number of courses taught has more than doubled, and educational opportunities at all levels have increased.

As an independent University supported by tuition and gifts, Santa Clara has been able to accomplish change in ways that reflect its traditional concern for the individual student.

Today, Santa Clara University, the first institution to offer classes in higher learning on the West Coast, continues its mission heritage of service of helping its students equip themselves with advanced knowledge and humanistic values. Academic excellence in a well-balanced human being is the University's goal.

CAMPUS LOCATION

Santa Clara University is 46 miles from San Francisco, near the southern tip of the Bay, in an area rich in opportunities for learning. The campus is situated in the midst of one of the nation's great concentrations of high-technology industry and professional and scientific activity. Many nearby firms and social agencies are world leaders in the search for solutions to man's most critical problems. The cultural and entertainment centers of San Francisco, Berkeley, Oakland, and Marin County are within one-hour's travel by bus, train, or car. In the opposite direction, the Pacific beaches of Santa Cruz are about 30 minutes away; the world-famous Monterey Peninsula and Carmel are two hours away.

The University is accessible by major airlines via San Jose International Airport, which is three miles from campus, and via San Francisco and Oakland International airports.

Santa Clara has a moderate Mediterranean climate. Over a period of 67 years, the average maximum temperature was 71.4 degrees and the average minimum, 41.6 degrees. The sun shines an average of 293 days per year, and the average annual rainfall is about 15 inches.

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The MBA Program at Santa Clara

PROFESSIONAL ORIENTATION

The MBA program at Santa Clara University was established over 30 years ago with the needs and concerns of working professionals in mind. The curriculum blends theoretical concepts with practical applications, enriched by faculty engaged in state-of-the-art research and students who deal daily with on-line organizational concerns. The School is committed to developing leaders with a broad business and social perspective capable of managing change in dynamic environments.

ACADEMIC STANDARDS

Santa Clara's MBA program has a reputation for quality and academic rigor. Admission standards are selective. Courses are demanding. Since the MBA degree is considered a terminal professional degree, we expect that students are interested in receiving an *education*, not simply a piece of paper, for their time and effort. Students acquire a breadth of preparation across the functional areas of business and achieve depth through required and elective course work.

ACCREDITATION

Only 20 percent of MBA programs nationally are accredited by the American Assembly of Collegiate Schools of Business (AACSB). Santa Clara University was in the original group of MBA programs to be accredited in 1961. The AACSB is the prestigious accreditation organization that conducts in-depth reviews of business schools to assure that their curricula, faculty, and students meet the highest standards of excellence. Significant praise about all three areas was given in their most recent review of Santa Clara University's MBA program.

STUDENT BODY

There are about 1,100 students enrolled in the MBA program. Entering students represent a variety of undergraduate and graduate fields of study.

About 33 percent have undergraduate degrees in business, 28 percent in engineering, 18 percent in the humanities and social sciences, and 21 percent in the natural sciences and other disciplines. Nearly 15 percent of entering MBA students already hold master's and doctoral degrees; 32 percent of the students are female. Most MBA students have five or more years of work experience. The average grade point average of entering MBA students is 3.2, and their average GMAT score is 560 (75th percentile). This blend of academic backgrounds and work experience provides opportunities for enhanced learning in and out of the classroom.

Current MBA students come from over 400 undergraduate colleges and universities across the United States. Undergraduate institutions attended by Santa Clara MBA students include

Amherst College
Arizona State University
Barnard College
Boston College
Brigham Young University
California Institute of Technology
California Polytechnic State University
California State University, Chico
California State University, Fresno
California State University, Hayward
California State University, Los Angeles
California State University, Long Beach
California State University, Sacramento
California State University, San Diego
California State University, San Francisco
Carnegie-Mellon University
Case Western University
Claremont University
Columbia University
Cornell University
Dartmouth College
Duke University
Georgetown University
Georgia Institute of Technology
Gonzaga University
Harvard University
Illinois Institute of Technology
Indiana University

Marquette University
Massachusetts Institute of Technology
Michigan State University
New York University
Northwestern University
Notre Dame University
Oberlin College
Ohio State University
Oregon State University
Penn State University
Pomona College
Princeton University
Purdue University
Reed College
Saint Louis University
San Jose State University
Santa Clara University
Seattle University
Smith College
Southern Methodist University
Stanford University
Tulane University
United States Air Force Academy
United States Naval Academy
University of British Columbia
University of California, Berkeley
University of California, Davis
University of California, Irvine
University of California, Los Angeles
University of California, San Diego
University of California, San Francisco

University of California, Santa Barbara
University of California, Santa Cruz
University of Chicago
University of Cincinnati
University of Florida
University of Hawaii
University of Illinois
University of Maryland
University of Michigan
University of Minnesota

University of Oregon
University of the Pacific
University of Pennsylvania
University of San Francisco
University of Southern California
University of Texas
University of Washington
University of Wisconsin
Wellesley College
Whittier College
Williams College
Yale University

Nearly 80 percent of the MBA student body is composed of working professionals—people who work full time in area companies and take one or two courses each quarter. Over 500 organizations are represented among the student body and read like a “Who’s Who” of Bay Area companies. Some of the employers of current MBA students include

Advanced Micro Devices
Amdahl
American Microsystems
Apple Computer
Applied Technology
Atari
AT&T
Avantek
Bank of America
Bank of the West
Bechtel
Control Data
Dalmo Victor
Dean, Witter, Reynolds
Dow Chemical
Dupont
Dysan
Eastman Kodak Company
Electromagnetic Systems Lab
Exxon Corporation
FMC
Ford Aerospace
General Electric
GTE Lenkert/GTE Sylvania
Hewlett-Packard
IBM
Information Storage Systems
Intel
Intersil
Kaiser Electronics

Lockheed Missiles & Space
Memorex
Mirassou Vineyards
Motorola
NASA Ames Research Center
National Semiconductor
NCR Corporation
Northern Telecom
Pacific Bell
Precision Monolithics
Procter and Gamble
Raychem
Rolm
San Jose, City of
San Jose Unified School District
Santa Clara County
Signetics
Smith-Kline
Spectra-Physics
SRI International
Stanford Medical Center
Synertec
Syntex
Syva
Tandem
Teledyne Semiconductor
Texas Instruments
TRW Vidar
Underwriters Laboratories
United Technologies

U.S. Government
Varian Associates
Verbatim
Versatec
Watkins-Johnson

Wells Fargo Bank
Western Electric
Westinghouse
Xerox Corporation

ALUMNI

Over 6,000 men and women have received their MBA degrees from Santa Clara University. Many have risen to responsible positions in business, government, and nonprofit organizations. The high regard for the Santa Clara MBA degree is reflected in the School's successful alumni and in the number of Bay Area companies that interview on campus and provide tuition reimbursement plans to encourage employees to continue their professional development.

WHAT SANTA CLARA MBA GRADUATES SAY

"My MBA at Santa Clara taught me to think about a business as an integrated system. Not only is this valuable in my role as CEO, but it makes our advertising recommendations to our clients better. Rather than optimizing the functional objective — advertising — they optimize the business objective."

Agnieszka Winkler, B.A., Holy Names College; M.A., San Jose State University; MBA (1981), Santa Clara; Chairman and CEO, Winkler Tawa McManus, Santa Clara, California

"My basic engineering training did not qualify me to prepare budgets, cash flow statements, or deal with bankers. My courses at Santa Clara helped me to build an idea into my multi-million dollar business."

Jess Kanarek, B.E.E., Brooklyn Polytechnic Institute; MBA (1972), Santa Clara; President, WESCORP/DAL Industries, Inc., Mountain View, California

"A total technical academic education does not adequately prepare an individual for a role in business management. I have found the MBA Program at Santa Clara University to be a major assistance in filling this void."

Jerome Raffel, B.S.M.E., University of Illinois; MBA (1962), Santa Clara; Senior Vice President, Operations, Measurex Corporation, Cupertino, California

"My Santa Clara MBA was the key that unlocked the door to general management. It allowed me to move from being an engineer into marketing, strategic planning, finance, and information systems. With this have come the financial rewards and personal satisfaction of becoming part of the senior management team."

Charles C. Tucker, B.M.E., MBA (1968), Santa Clara; Senior Vice President, First Interstate Services, Torrance, California

“The Program is thorough, current, and technically excellent. It has been a very important factor in reaching my career goals. I have obtained the academic background required to advance quickly through the financial management ranks.”

Thomas Archer, B.S.C., MBA (1976), Santa Clara; Chief Financial Officer, Senior Vice President, M.B. Associates, San Ramon, California

“Because the majority of Santa Clara MBA students are already employed in the business environment, they temper the academic orientation with a valuable practical perspective.”

Elaine Erickson, B.A., University of British Columbia; MBA (1981), Santa Clara; Accountant, Arthur Andersen and Co., San Jose, California

“My Santa Clara experience has provided me with a wide range of business models and concepts, but more importantly, it has improved my leadership skills by giving me the opportunity to work and compete with some of the brightest young minds in the area.”

Ty Greaves, B.A. University of California, Berkeley; MBA (1987), Santa Clara; Applications Engineer/Proposal Manager, Teledyne CME, Santa Clara, California

“The list of professors at Santa Clara and their accomplishments is remarkable. Even more remarkable is that they are available to students! The luxury of discussing business issues with faculty, rather than graduate assistants, is incomparable at SCU.”

Laine Clifford, B.A. San Jose State University, MBA (1986), Santa Clara; Marketing Representative, IBM, San Francisco, California

3

Admissions

GENERAL REQUIREMENTS

Applicants for admission to the MBA program must have received a baccalaureate degree from an accredited college or university before registering in the Leavey School of Business and Administration. No specific pre-business courses are required.

COMPLETING AN APPLICATION FILE

Entering students are admitted in the fall, winter, spring, and summer quarters. Application forms and instructions are available from the MBA Office. The applicant must complete and submit all items requested in the MBA Application Package. These include

1. Two copies of the Application Form
2. Two confidential Letters of Recommendation Forms
3. Two official transcripts from each institution attended
4. Graduate Management Aptitude Test (GMAT) score
5. Test of English as a Foreign Language (TOEFL) score (if applicable)
6. \$40 application fee (\$46 for international students)

Applicants must have their official GMAT score reports sent directly to the MBA Admissions Committee. GMAT applications are available from the Leavey School of Business and Administration or from the Educational Testing Service, Box 966, Princeton, NJ 08541.

Applicants whose first language is not English must take the TOEFL and request that scores be sent directly to the MBA Admissions Committee. A minimum TOEFL score of 550 is required. In addition, students taking the TOEFL are strongly encouraged to take the Test of Written English (TWE). Foreign applicants requesting student visas must submit a financial statement showing adequate funds for tuition, fees, and living expenses for the entire program. In order to receive Immigration Form I-20, an applicant must be enrolled in at least 9 units per quarter.

All application materials must be assembled and submitted (except GMAT and TOEFL scores) in one package. This allows the applicant to ensure that all application materials have been completed and reduces the chance of materials

being lost or delayed. Applications will not be considered until all materials are received by the MBA Admissions Committee.

Requests for the Application Package should be addressed to

MBA Admissions Committee
Leavey School of Business and Administration
Santa Clara University
Santa Clara, CA 95053

APPLICATION DEADLINES

Admissions decisions are made on a rolling basis. Applicants may be admitted to begin in the fall, winter, or spring quarter, or for the summer session. The complete Application Package should be received as early as possible, preferably ten weeks prior to the date of registration, for the student to be assured of a place in the desired class.

ADMISSIONS DECISION

Applicants are admitted on the basis of academic ability indicated by college records and GMAT scores, demonstrated management potential (including work experience and recommendations), and motivation to undertake a demanding academic program.

CONDITIONAL ACCEPTANCE

The MBA Admissions Committee may offer a candidate a *conditional acceptance*. Generally, this acceptance is offered pending receipt of additional information, such as official notice that the baccalaureate degree has been awarded or further evidence of academic capabilities, such as performance in graduate-level course work. Students admitted with conditional acceptances will be notified as to the specific terms and requirements of their acceptance and continuation in the program.

DEFERRING ADMISSION

Candidates admitted to the MBA program may request permission to defer their admission to a subsequent term. These deferments are granted only if there is space available in the class, if the candidate's record merits the deferment, and if the student notifies the MBA Admissions Committee at least two weeks prior to the candidate's initial registration date. Candidates will be given a deferment of up to two terms beyond that for which they were originally accepted. Otherwise, they must formally reapply. Official transcripts of work taken in the interim must be submitted for review prior to the first quarter of enrollment.

REQUEST FOR RECONSIDERATION

Applicants who are denied admission may request reconsideration by submitting additional information (for example, new GMAT scores, additional recommendations, etc.) and a \$30 reconsideration fee.

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Financial Information

TUITION AND FEES

MBA tuition, per quarter unit	\$232.00
(most classes: 3 units)	
Agribusiness tuition, per quarter unit	241.00
Registration fee.....	10.00
This fee is payable each quarter of registration regardless of the number of units for which the student is registered. The fee is not refundable.	
Course drop fee (per course).....	10.00
MBA Association membership dues.....	4.00
This fee is payable each quarter of registration regardless of the number of units for which the student is registered. The fee is not refundable.	

METHOD OF PAYMENT

Tuition and fees are payable at the time of registration. For mail registration, payment must be included with the registration packet. Registration will not be processed without full payment (plus any prior balance) and/or proof of a formal tuition deferment.

Remittances should be made payable to Santa Clara University and mailed to P.O. Box 44783, San Francisco, CA 94144-4783. Inquiries regarding account status should be directed to the Student Accounts Office.

Students who have unpaid accounts at the University or who defer payment without signed approval are subject to dismissal from the University and, as long as such accounts are outstanding, will not receive academic transcripts or diplomas.

Several tuition plans administered by outside financing agencies are available. Those who plan to avail themselves of one of these plans should request information from the Student Accounts Office at least three months prior to registration.

OTHER FEES

Application fee	\$40.00
This charge is to be sent with each application form and is not refundable.	
Parking permits (per year)	20.00
Parking permits (per quarter)	10.00
Late registration fee.....	30.00
Diploma and graduation fee	30.00
Payable in quarter in which degree is granted.	
Transcript of grades fee (per copy)	2.50
Transcript of grades fee (rush process)	7.50
Deferment service fee	50.00
Late submission of petition to graduate fee.....	2.00
(per day, \$50 maximum)	
Returned check fee.....	10.00
Equivalency examination fee, per examination.....	25.00
Application reconsideration charge.....	30.00

REFUND OF TUITION

The date on which written notification of withdrawal is received by the MBA office will be the effective date on which any refund of tuition will be determined, not the last date of attendance by the student.

Students may formally withdraw from class up to and including seven calendar days from the start of the quarter and receive a 100 percent refund of tuition, less a \$10 fee for each class dropped. The start of the quarter is considered to be the first date on which instruction begins for the MBA school.

Students who formally withdraw from a class after the first week of the quarter may receive a refund of tuition according to the following schedule:

Withdrawal during the second week of the quarter.....	50%
Withdrawal during the third week of the quarter.....	25%

No refunds will be authorized after the third week of the quarter

No refunds will be made by virtue of curtailment of services brought about as a result of strikes, acts of God, civil insurrection, riots or the threat thereof, or other causes beyond the control of the University.

Refund checks for approved graduate course withdrawal are issued by the Student Accounts Office. Any student who qualifies for an institutional refund must request it from the Student Accounts Office.

All fees, charges, and refund schedules stated in this bulletin are subject to change without prior notice.

FINANCIAL AID

Financial assistance for MBA students is available from the School of Business and Administration and the Financial Aid Office (554-4505). Scholarships and grants are administered primarily by the Leavey School of Business and Administration. Loans and the College Work-Study program are administered by the Financial Aid Office.

Students need not be admitted to the University before making an application for financial aid. However, no offer of assistance will be made before a student is admitted.

Scholarships

Financial assistance is available to graduate business students who have strong academic records and can show financial need. Most grants cover partial tuition only and include providing the School assistance with registration, administration, or research tasks. Detailed information and application forms can be obtained from the Financial Aid Office.

The School also administers the Woelffel Fund, which provides assistance to MBA students who have overcome major personal and family obstacles to success and who require assistance to complete the MBA program.

Loans

Since scholarships and grants are limited, students often seek loans to help meet educational costs. MBA students may qualify on the same basis as other students at the University through the Financial Aid Office. Among those available are Perkins Loans (formerly National Direct Student Loans), Guaranteed Student Loans, and Supplemental Loans to Students (SLS). Application forms and further information may be obtained from the Financial Aid Office. Since Perkins Loans are limited, students should begin the process of securing a Guaranteed Student Loan as soon as possible.

College Work-Study Program

MBA students may qualify on the same basis as other students at the University. Further information is available from the Financial Aid Office.

Deadlines

The Financial Aid Office has established deadlines for consideration for the various programs it administers. All students requesting financial aid from the University should contact the office at the earliest possible date and request specific deadline information and appropriate application materials. A University application for financial aids is required. Files completed later than February 1 for nonrecipients and May 1 for current recipients will be placed on a waiting list and will receive consideration on a funds-available basis.

Veterans and Veterans' Dependents Assistance

Santa Clara University is listed by the Veterans Administration as qualified to receive students under Chapter 34 (veterans); Chapter 35 (veterans' dependents—son or daughter with parent deceased or 100 percent disabled, widow of any person who died in the service or died of a service-connected disability, or wife of a veteran with a 100 percent service-connected disability); and Chapter 31 (rehabilitation). Those interested in attending under any of these chapters should contact the Veterans Administration Office in their locality to determine eligibility for benefits.

The state of California provides a program for children of veterans who are deceased or disabled from service-connected causes. Application should be made to the California Department of Veterans Affairs, 350 McAllister Street, San Francisco, CA 94102.

Information regarding these programs may be obtained from the Santa Clara University veterans' counselor in the Student Records Office.

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Academic Information

PLACEMENT

The MBA placement coordinator in the Career Development and Placement Center assists students and alumni of the Leavey School of Business and Administration with career preparation and professional placement appropriate to their academic training, employment experience, and career goals.

Career seminars and company presentations bring professionals from Bay Area firms and industries to speak on career paths, functional areas, industries, and career opportunities.

Workshops are conducted regularly on resume writing, interviewing techniques, and the job search.

Career counseling is available to students who are undecided about their career goals, interested in changing careers, or interested in discussing their employment search strategies. In addition, the office sponsors a six-week career planning course during the academic year.

The *MBA Update*, a weekly newsletter, is distributed to MBA students and faculty of the Leavey School of Business and Administration. This newsletter provides information on jobs, special programs, workshops, and other topics.

Full-time, part-time, and summer jobs are listed continuously with the Career Development and Placement Center. Students seeking a career change or new employment are encouraged to check these listings.

Each year many national, regional, and local companies and organizations interview on campus. Students graduating in the upcoming academic year or who have completed at least 50 percent of the MBA program are eligible to participate in campus recruitment. Campus recruitment occurs primarily between October and December and between January and March.

The Career Development and Placement Center also has resource materials on career fields and prospective employers. Its reference library contains company literature and the annual reports of local and national firms and organizations. The center houses extensive current career information, company directories, and job search books.

STUDENT RECORDS

The University policy relating to student records complies with the Family Educational Rights and Privacy Act of 1974 (Buckley Amendment). Accordingly, the University may release "directory information" to any person on

request, unless a student requests in writing that directory information be held private. Directory information is designated as

1. Student's name
2. Sex
3. Address (campus, local and/or permanent)
4. Telephone number
5. Date and place of birth
6. Major field of study, classification, dates of attendance, degrees, and honors received
7. Most recent previous educational institution attended
8. Participation in officially recognized activities, including intercollegiate athletics
9. Name, height, and weight of participants on intercollegiate athletic teams

During fall registration and during the academic year, students may request in writing, through the Student Records Office, that directory information be held private. Once filed, the request remains in effect only for the remainder of that academic year.

Certain types of records are excluded by law from inspection, specifically those created or maintained by a physician, psychiatrist, or psychologist in connection with the treatment or counseling of a student. A Parents' Confidential Statement of the College Scholarship Service is also excluded by law from inspection. Third parties shall not have access to educational records or other information pertaining to students without the written consent of the particular student about whom the information is sought.

Students may inspect their records at the following locations:

- Official academic records, including application forms, admissions transcripts, letters of acceptance, and a student's permanent academic record are on file and maintained in the Student Records Office.
- Working academic files are also maintained by the deans in their respective offices.
- Records related to a student's nonacademic activities are maintained in the Office of the Vice President for Student Services.
- Records relating to a student's financial status with the University are maintained in the Student Records Office.

Student complaints regarding academic records may be directed to the dean of the college or school in which the student is enrolled or to the registrar.

Students having questions regarding the policy on the privacy of records should contact the University registrar (Walsh Administration Building).

ACADEMIC REGULATIONS

Academic Standing

To qualify for the MBA degree, a student must maintain an overall grade point average of at least 2.25 in all work taken in the Leavey School of Business and Administration. A C grade is considered a minimum passing grade in each course. A D or F grade is considered a failing grade, and the units will not be counted toward graduation requirements; such grades, however, will be included in the calculation of grade point average.

If, at any time, a student's cumulative grade point average falls below 2.25, the student will be placed on probation. Once placed on probation in this manner, students must raise their cumulative grade point average to the 2.25 level in the next term of attendance. Otherwise, they will be disqualified from the MBA program.

Grading

The grading system is as follows:

A = 4.0	C = 2.0
A- = 3.7	C- = 1.7
B+ = 3.3	D+ = 1.3
B = 3.0	D = 1.0
B- = 2.7	D- = 0.7
C+ = 2.3	F = 0.0

The A range denotes outstanding scholarship; the B range indicates above average work; C+, C, and C- indicate work demonstrating professional competence; D+, D, and D- describe work that is below the range of professional competence and not sufficient for graduate credit. F is failing work, unsatisfactory for graduate credit. A student's academic standing is determined by the grade point average (GPA), which is determined by dividing the total grade points scored in accordance with the above norms (e.g., A = 4.0, B+ = 3.3; C = 2.0) by the number of units of graded work attempted. The plus/minus grading system will not be made retroactive to academic quarters prior to fall 1986-87.

Residency Requirements

The maximum amount of time a student may remain in the MBA program without completing the degree requirements is six years, including leaves of absence.

Incompletes

A student may receive an incomplete (I) if some essential portion of the work in the course remains unfinished after the final examination. An incomplete becomes a failure (F) unless the unfinished work is completed to the satisfaction of the instructor within a period of four weeks after the beginning of the next

scheduled quarter (not including the summer session) whether or not the student is registered during that quarter.

Withdrawals

Students may withdraw, without faculty approval, from courses two weeks prior to the date on which final examinations begin. After that date, the student must get written approval from the instructor. For refund policy, see Refund of Tuition, page 26.

When a student withdraws from the University or from a course, a petition form must be submitted to the MBA Office of the Leavey School of Business and Administration.

Withdrawal from the University is not officially complete until the student clears all financial obligations with the Student Accounts Office. Students on deferments or Perkins Loans (formerly National Direct Student Loans) must also clear their financial obligations with the Credit and Collection Office. Refund checks for approved graduate course withdrawal are issued by the Student Accounts Office. This disbursement is requested by contacting that office. Allow at least two weeks after the add/drop period for processing. (See Refund of Tuition, page 26.)

Leaves of Absence

A leave of absence will be granted only for a specified period of time and normally not beyond one year. If the approved period for the leave of absence is exceeded and the MBA Office is not contacted to request an extension, the student must reapply to the program and will be considered for readmission as a new applicant.

Readmittance

All students who do not register during any quarter of the academic year will be placed on the inactive list unless they are given leaves of absence. When a student is placed on the inactive list, an application for admission accompanied by a reapplication fee of \$40 must be submitted. The student will then be considered for readmission on the same basis as a new applicant. The applicant will also be required to fulfill any additional requirements that the faculty may adopt during the interim period between registrations.

If the student has attended another school, all transcripts must be sent to the MBA Admissions Committee, Leavey School of Business and Administration, Santa Clara University, Santa Clara, CA 95053. All course work taken in the interim must be satisfactorily completed and the student must be in good standing in order to be considered for readmission.

Concurrent Enrollment

A student in the MBA program generally will not be allowed concurrent enrollment in Santa Clara University's other academic programs or at any other university. Two exceptions are the J.D.-MBA combined program and courses

taken elsewhere to obtain college algebra proficiency. Other exceptions require prior approval of the MBA Committee.

Student Petitions and Grievances

Requests for exceptions to Leavey School of Business and Administration policies must be made in writing and submitted to the MBA Office. Student grievances regarding courses and policies should be directed to the Director of Graduate Education, 225 Kenna Hall.

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MBA Curriculum

The MBA curriculum is designed to develop leaders with a broad business and social perspective capable of managing change in dynamic environments. Students are provided both breadth of functional understanding by course work in accounting, economics, finance, management, marketing, and decision and information sciences and depth by concentrating electives in a particular functional or technical discipline. Depending on prior academic work, a student must complete 14 to 23 courses to receive the MBA degree. The courses are shown in Chart I (page 37).

PREREQUISITES

Students are responsible for assuring that they have all the prerequisites for a given course before registering. Prerequisites for each course are listed in the appropriate course descriptions in this bulletin, with the exception of courses taken as electives, which require completion of all the Tool Courses as prerequisites. Students registering for courses without the necessary prerequisites at the time of registration will receive no credit or waiver for the course completed, regardless of their grade, and will be granted no tuition refund.

MBA ORIENTATION PROGRAM

The MBA Orientation program is a stimulating, highly interactive introduction to the campus, curriculum, faculty, and one's new colleagues. This all-day event builds a sense of camaraderie, focuses on teamwork and leadership experiences, and provides answers to many of the nitty-gritty issues in getting started as an MBA student. Among the program objectives are to

- Provide an overview of the MBA program, particularly curriculum planning, course registration, equivalency exams, and general administrative procedures.
- Initiate and build a sense of collegiality and esprit de corps among entering students
- Enhance appreciation for and skills in teamwork and leadership

- Acquaint and sensitize students (and their significant others, where appropriate) about the rigors and demands of the MBA program

The MBA Orientation program is *required* for *all* entering MBA students. Orientation consists of a *one-day* Saturday session (9:00 a.m. to 8:00 p.m.). Students must attend one of the two orientations scheduled for the 1988-89 academic year. Students *entering* the MBA program in either summer or fall quarters 1988 are expected to attend the orientation on *Saturday, August 27, 1988*; students *entering* the program in either the winter or spring quarters 1988 are expected to attend the orientation on *Saturday, March 11, 1989*. Participation in the orientation program must be completed prior to enrollment in any of the "required courses" listed in the catalog or any of the International Business courses.

WORKSHOPS AND SPEAKERS

Periodically throughout the academic year, a series of noncredit workshops and seminars are offered to MBA students. These cover numerous skills and competencies—for example, effective presentations and data base management programs—and topics of career and professional interest, such as starting a small business and investing in stocks and bonds. In addition, various executives and public officials come to campus and to individual classrooms to share their experiences and insights.

At the beginning of each quarter, a prominent and distinguished practitioner presents the Leavey Lecture. Past Leavey Lecturers have included Dr. Rosabeth Kanter (Harvard University), Robert J. Kohler (President, ESL, Inc.), Mike McCaskey (President, Chicago Bears), and Lewis Coleman (Executive Vice President, Bank of America).

ELECTIVES

Students are required to take four electives (12 units). Any course offered in conjunction with the MBA program with the exception of those otherwise required or waived is considered an elective. Unless special permission has been granted, a student may not register for elective courses until all of the Tool Courses have been completed or waived. *No more than three of the four electives can be taken in any one department.* Two elective courses focusing on operations and strategy in high-technology firms are also offered.

Students who have previously completed graduate courses that are acceptable to the MBA Committee may be granted up to 6 units of elective credit.

A student may elect to register for independent study (ACTG 298, DISC 298, ECON 298, FNCE 298, MGMT 298, or MKTG 298) to fulfill an elective requirement. Only one independent study course is permitted during the program. To apply for permission to do an independent study, students should prepare a complete proposal well in advance of the quarter in which they wish to register for the study. The complete proposal must be reviewed and signed by a full-time faculty member who thereby agrees to supervise and evaluate the

study. Then the proposal will be reviewed by the department chair who, if in agreement, will sign the proposal. A signed copy of the proposal must be on file in the MBA Office before registration.

CAPSTONE COURSE

A Capstone Course is required of every MBA student. Most students take Business Policy (MGMT 266) or Business Policy in High-Tech Firms (IDIS 266) as their Capstone Course.

In very rare instances students may substitute a master's thesis for the Capstone Course. To meet the business policy emphasis, theses ordinarily should focus on business strategy issues in an integrative way, drawing on various business fields.

To apply for permission to write a thesis, students should prepare a complete proposal well in advance of the quarter in which they wish to register for the thesis. The complete proposal must be reviewed and signed by a full-time faculty member who thereby agrees to supervise and evaluate the thesis. Then the proposal will be reviewed by the department chair who, if in agreement, will sign the proposal. A signed copy of the proposal must be on file in the MBA Office before registration.

I. CURRICULUM COURSES

COURSE CATEGORY	COURSE NUMBER	COURSE TITLE	UNITS	PREREQUISITES
Waivable Tool Courses	DISC 293	Mathematical Analysis	3	College algebra proficiency
	ECON 232	Analysis of Economic Conditions I	3	College algebra proficiency
	ACTG 216	Financial Accounting	3	None
	ACTG 217	Managerial Accounting	3	ACTG 216
	DISC 200	Statistical Methods	4	DISC 293
	DISC 201	Decision Science	3	DISC 293 & 200
	DISC 295	Introduction to Computers	3	College algebra proficiency
	MGMT 260	Management I: Organization and Management	3	None
	MGMT 265	Legal, Social, and Political Environment of Business	3	None
Required Courses	DISC 208	Production Management	3	DISC 200 & 201
	MKTG 280	Marketing Management I	3	None
	FNCE 245	Financial Management I	3	DISC 200 & ACTG 216
	ECON 231	Economic Analysis for Business Decisions I	3	DISC 293
	DISC 207	Management Information Systems	3	DISC 295
	MGMT 268	Management II: Organizational Behavior	3	MGMT 260
	FNCE 246	Financial Management II	3	FNCE 245
	One of the following two:			
	MKTG 282	Marketing Management II	3	MKTG 280
	MKTG 291	Industrial Marketing	3	MKTG 280
	Any one of the following five:			
	MKTG 278	International Marketing	3	MKTG 280
	MGMT 270	International Management	3	MGMT 268
	FNCE 251	International Monetary and Financial Relations	3	FNCE 245
	FNCE 254	International Financial Management	3	FNCE 245
	ECON 242	International Economics	3	ECON 231 & 232
Electives	Any four courses offered in conjunction with the MBA program with the exception of those otherwise required or waived		12	Completion of all Tool Courses and required prerequisites
Capstone Course	MGMT 266 or IDIS 266	Business Policy Business Policy in High-Tech Firms	3	ECON 232, DISC 208, FNCE 246, marketing core; taken in final two quarters

CONCENTRATION IN ACCOUNTING

The objectives of the MBA program with a concentration in accounting are to prepare candidates for careers as managers and to provide them with basic conceptual knowledge of accounting and an appreciation for the nature, limitation, interpretations, and uses of financial information, which will serve as foundations for accounting career development in a wide variety of organizations.

The following courses in the accounting discipline are required for the concentration in accounting within the MBA program:

- DISC 207 (Management Information Systems)**
(included in the MBA core requirements)
- ACTG 218 (Managerial Cost Accounting)**
- ACTG 219 (Corporate Accounting I)**
- ACTG 220 (Corporate Accounting II)**
- ACTG 223 (Taxation I)**
- ACTG 225 (Seminar in Financial Accounting Theory)**
- ACTG 231 (Auditing I)**

Students preparing for careers in public accounting should also take the following courses:

- ACTG 221 (Specialized Financial Reporting Problems)**
- ACTG 224 (Taxation II)**

Students electing the concentration in accounting must declare their interest at registration. Upon completion of all degree and accounting requirements, students will receive the MBA degree and the concentration in accounting will be designated on their transcripts.

COURSE WAIVERS

The MBA Committee, in consultation with department chairs, makes an assessment of the candidate's previous academic record and informs the candidate of this evaluation in the acceptance letter. The equivalency rules used in this and all subsequent evaluations are summarized in Chart II (pages 40–41). This initial evaluation may be challenged by the student through a written petition accompanied by documentation, e.g., course syllabi, catalogs, lists of required texts, etc., or by passing the appropriate equivalency examination. A grade of B or better in all courses is required. Relevant courses must have been completed within six years prior to acceptance in the MBA program.

Petitions for course waivers must be filed no later than five weeks before the beginning of the student's third term in residence. The committee's ruling is final unless new information is made available. Thus, by the beginning of the student's third term in residence, the student will have an approved program of study. Conditions for waivers vary for each category of courses, as explained below.

Waivers of Tool Courses

Any of the Tool Courses may be waived for those students with equivalent academic work completed in the past six years with a grade of B or better or who pass the corresponding equivalency examination.

Equivalency examinations are administered on a scheduled date before the beginning of each term. A student may take the equivalency examination for a given course only once. Students will not be permitted to retake an examination. Equivalency examinations must be completed before the student's third term in residence.

Students with college algebra proficiency, as determined by the MBA Committee or equivalency examination, are required to take Mathematical Analysis (DISC 293). Those deemed not proficient in algebra must complete this requirement prior to the third quarter in residence, or they will be withdrawn from the MBA program until they complete this requirement. They can demonstrate proficiency by completing, with a grade of B or better, an acceptable course at another university or community college or by passing the College Algebra Equivalency Examination. After demonstrating algebra proficiency, students will be required to complete DISC 293.

Waivers of Required Courses

Required courses cannot be waived, but students with academic backgrounds judged by the MBA Committee to be equivalent to any one or more of the required courses will be permitted to *substitute* other MBA courses. Regulations on substitutions are presented in the equivalency rules on pages 40–41.

II. EQUIVALENCY RULES

COURSE CATEGORY	COURSE OR PROFICIENCY	IF THE STUDENT HAS	THEN THE STUDENT MAY
Prerequisite to DISC 293	College algebra proficiency	an equivalent of 3 or more quarter units in intermediate-level college algebra or passes Algebra Equivalency Exam	enroll in DISC 293
Waivable Tool Courses	DISC 293 Mathematical Analysis	an equivalent of 3 or more quarter units with substantive coverage of differential and integral calculus or passes Calculus Equivalency Exam	waive DISC 293
	ECON 232 Analysis of Economic Conditions I	an equivalent of 1 course in intermediate-level macroeconomics or passes Economics Equivalency Exam	waive ECON 232
	ACTG 216 Financial Accounting	completed full sequence of accounting (minimum 6 quarter units) or passes Financial Accounting Equivalency Exam	waive ACTG 216
	ACTG 217 Managerial Accounting	completed 1 course in managerial accounting & 1 course in cost accounting (minimum of 6 quarter units) or passes Managerial Accounting Equivalency Exam	waive ACTG 217
	DISC 200 Statistical Methods	completed 2 courses (minimum 6 quarter units) in statistics with substantive coverage of inferential statistics, multiple regression, & ANOVA or passes Statistical Methods Equivalency Exam	waive DISC 200
	DISC 201 Decision Science	completed 1 course in management science (minimum 3 quarter units) with substantive coverage of the topics in DISC 201 or passes Decision Science Equivalency Exam	waive DISC 201
	DISC 295 Introduction to Computers	completed any course in a programming language (minimum 3 quarter units) or passes Introduction to Computers Equivalency Exam (materials covered in DISC 295)	waive DISC 295
	MGMT 260 Management I: Organization & Management	completed 1 course (minimum 3 quarter units) with substantive coverage of organization theory or passes Management 260 Equivalency Exam	waive MGMT 260
	MGMT 265 Legal, Social, and Political Environment of Business	completed 1 course (minimum 3 quarter units) in the legal, social, political environment of business (courses in business law not acceptable), or passes Management 265 Equivalency Exam	waive MGMT 265

Note: A grade of B or better is required in all courses considered for waiver or substitution. Relevant courses must have been completed within six years prior to acceptance in the MBA program.

II. EQUIVALENCY RULES (cont.)

COURSE CATEGORY	COURSE OR PROFICIENCY	IF THE STUDENT HAS	THEN THE STUDENT IS REQUIRED TO
Required Courses	DISC 208 Production Management	completed 2 courses in production management (minimum of 6 quarter units)	substitute DISC 209 or DISC 210 for DISC 208
	MKTG 280 Marketing Management I	completed 2 courses in marketing management (minimum of 6 quarter units)	substitute an advanced marketing course for MKTG 280
	FNCE 245 Financial Management I	completed 2 courses in financial management (minimum of 6 quarter units)	substitute an advanced finance course for FNCE 245
	ECON 231 Economic Analysis for Business Decisions I	completed 1 intermediate-level microeconomics course and 1 other upper-division economics course	substitute ECON 237 or take ECON 231
	DISC 207 Management Information Systems	an undergraduate degree with a major in management information systems and a GPA of 3.0–4.0 in major	substitute DISC 214, DISC 294, or DISC 297
	MKTG 282 Marketing Management II	an undergraduate degree from an AACSB-accredited program with a major in marketing and a GPA of 3.0–4.0 in major	substitute an advanced marketing course for MKTG 282
	MGMT 268 Management II: Organizational Management Behavior	an undergraduate degree from an AACSB-accredited program with a major in management and a GPA of 3.0–4.0 in major	substitute an advanced management course for MGMT 268
	FNCE 246 Financial Management II	an undergraduate degree from an AACSB-accredited program with a major in finance and a GPA of 3.0–4.0 in major	substitute an advanced finance course for FNCE 246
	International Business	an undergraduate degree from an AACSB-accredited program with a major in international business and a GPA of 3.0–4.0 in major	substitute an elective for the International Business Core
		graduate credit in an acceptable program equivalent to 1 or more graduate electives (up to a total of 6 units)	petition for graduate credit

Note: A grade of B or better is required in all courses considered for waiver or substitution. Relevant courses must have been completed within six years prior to acceptance in the MBA program.

GRADUATE TRANSFER CREDIT

In addition to waiving any Tool Course, up to 6 quarter units or 4 semester units of graduate credit from an accredited college or university (business courses must have been completed at an AACSB-accredited school) may be transferred for either required or elective courses if the course

1. was open to graduate students only;
2. was taken by the student as a regularly matriculated graduate student;
3. was completed by the student with the equivalent of a B or better;
4. was awarded graduate credit;
5. was completed within six years of acceptance into the MBA program; and
6. is considered by the MBA Committee to be functionally equivalent to a course or combination of courses offered by Santa Clara University's MBA program.

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MBA Program in Agribusiness

The Leavey School of Business and Administration offers through the Institute of Agribusiness an MBA in Agribusiness that prepares students for management positions in food and agricultural industries. This program is one of the few in the nation that combines a fully accredited MBA with an emphasis on managing agribusiness firms.

The agribusiness MBA program parallels the regular MBA program through much of the required course work. Students receive a firm background in the functional areas of business: economics, marketing, finance, management, accounting, and decision sciences. The student also takes a group of seven or eight courses that stress the application of modern business practices to the management of agribusiness firms.

The institute's course work is enhanced by quarterly field trips, special lectures, internships, independent studies, and other activities.

ADMISSION

To be admitted to the Agribusiness program, students must follow the same procedures specified in the general MBA program section of this bulletin.

All inquiries, applications, and correspondence on admission should be directed to

Director, Institute of Agribusiness
Leavey School of Business and Administration
Santa Clara University
Santa Clara, CA 95053
Phone: (408) 554-4086

CURRICULUM

The curriculum consists of three parts: courses in the six basic areas of administration, agribusiness courses, and electives. The electives can be chosen from a wide range of offerings in the Leavey School of Business and Administration. Emphasis early in the program tends to be on the basic courses, which provide much of the background for the more advanced agribusiness courses; however, the study of agribusiness begins in the first quarter so that students

begin to relate the basic material to their own professional interest. There is an agribusiness Capstone Course that integrates the course work.

Besides regularly scheduled classes, students have the opportunity to participate in independent research, internships, field trips, and research conducted by the faculty.

The courses for the MBA in Agribusiness are shown on Chart III. These courses are subject to the equivalency rules that appear on Chart II (pages 40-41).

III. AGRIBUSINESS CURRICULUM COURSES

COURSE CATEGORY	COURSE NUMBER	COURSE TITLE	UNITS
Waivable Tool Courses	DISC 200 DISC 201 DISC 293 DISC 295 ACTG 216 ACTG 217 ECON 232 MGMT 260 AGRI 330*	Statistical Methods Decision Science Mathematical Analysis Introduction to Computers Financial Accounting Managerial Accounting Analysis of Economic Conditions I Management I: Organization and Management Environment of the Agribusiness Firm	4 3 3 3 3 3 3 3 3
Required Courses	DISC 207 MKTG 280 FNCE 245 AGRI 361* AGRI 370* AGRI 383* ECON 231	Management Information Systems Marketing Management I Financial Management I Agribusiness Production Management Agribusiness Finance Commodities and Risk Management Economic Analysis for Business Decisions I	3 3 3 3 3 3 3
	One of the following two: AGRI 380* AGRI 381*	Agribusiness Marketing International Agribusiness Marketing and Development	3 3
	Any one of the following five: MKTG 278 MGMT 270 FNCE 251 FNCE 254 ECON 242	International Marketing International Management International Monetary and Financial Relations International Financial Management International Economics	3 3 3 3 3
Electives	Any four electives; only one can be an Agribusiness course		12
Capstone	AGRI 371*	Managing the Agribusiness Enterprise	3

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J.D.-MBA Combined Degree Program

The J.D.-MBA Combined Degree program* is designed to permit the student interested in obtaining both the J.D. degree and the MBA degree to complete both degrees in less time than if both degrees were earned independently outside the program. This saving can be accomplished because certain course work taken at the School of Law can be transferred for credit toward the MBA degree, and, conversely, certain course work taken at the Leavey School of Business and Administration can be transferred toward the J.D. degree.**

ADMISSION

To participate in the J.D.-MBA program, students must first be admitted to the School of Law. During the first year of the J.D. program, students complete applications for the MBA program, following the regular MBA admissions procedures, including taking the GMAT.

GENERAL REQUIREMENTS

While enrolled in the program, students must

1. satisfy the academic requirements of each school;
2. complete the same number of courses (Business) and semester units of credit (Law) as other recipients of the respective degrees, including all courses required by each school;
3. complete all courses identified as "required" courses by either school;
4. work out a specific, individualized academic program with, and approved by, both the School of Law J.D.-MBA program adviser and the Leavey School of Business and Administration J.D.-MBA program adviser.

*Students who withdraw from the J.D. program will not be granted transfer credit toward the MBA degree for courses taken in the School of Law.

**No more than two courses taken at other accredited law schools may be accepted for holders of a J.D. degree.

COMBINED CURRICULUM

In connection with the approval of any such individualized academic program, permission may be granted to count certain specified courses for credit toward both degrees. For example, such courses might include Business Organizations (248), Securities Regulation (258), Advanced Corporations (249), and Labor Law (235) in the School of Law; Accounting ACTG 216 and ACTG 217, Economics ECON 231 and ECON 232, and Finance FNCE 245 and FNCE 246 in the Leavey School of Business and Administration. However, in no event shall any such individualized academic program contain more than 12 quarter units at the Leavey School of Business and Administration for which credit is also obtained at the School of Law, or more than 8 semester units at the School of Law for which credit is also obtained at the Leavey School of Business and Administration. (Three quarter units at the Leavey School of Business and Administration count as 2 semester units at the School of Law. Similarly, 2 semester units at the School of Law count as 3 quarter units at the Leavey School of Business and Administration.)

Under a typical schedule, students complete the program and receive both degrees in three and one-half or four years. The first year is spent exclusively in the School of Law. Thereafter, work is taken concurrently in the Leavey School of Business and Administration and the School of Law.

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Executive Development Center

The Executive Development Center in the Leavey School of Business and Administration provides excellent opportunities for continuing education in business management. Each year more than 1,000 managers and executives participate in one or more of the approximately 25 educational events conducted by the Executive Development Center. Programs offered by the center include

- Executive Seminars in Corporate Excellence
- American Electronics Association–Santa Clara University Management Development Program
- Special Author's Seminar Series
- Marketing Seminar Series

In addition to public seminars and workshops, the Executive Development Center conducts in-house programs for local companies based on their special needs. It also performs an annual survey of executive challenges and engages in leadership research.

The Executive Development Center takes great care to provide quality management education in keeping with the tradition of excellence at Santa Clara University. Widely considered an innovator in the field of executive education, the center has pioneered a unique collaboration between local business leaders and forward-looking educators.

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Business Student Organizations

BETA GAMMA SIGMA

Beta Gamma Sigma is the National Honor Society for students of business. It holds a position analogous to that of Phi Beta Kappa in the arts and Sigma Xi in the sciences. Election to membership is the highest scholastic honor that a student in business can achieve and is limited to outstanding men and women students who give promise of success in the field of business and who rank in the upper 20 percent of MBA graduates.

MBA ASSOCIATION

The MBA Association is composed of students that organize and coordinate student activities. The objectives of the association are to strengthen channels of communication between the students, the faculty, and the administration of the Leavey School of Business and Administration, as well as the surrounding business community.

What specifically does the MBA Association do?

- Invites community business leaders such as Scott McNealy, president, CEO, and chairman of Sun Microsystems, Inc., to speak on campus
- Organizes career development events, such as panel discussions with successful business executives from a variety of business areas and companies
- Presents MBA curriculum, marketing, and administrative policy proposals in order to promote change and growth in the MBA program
- Publishes a quarterly MBA newsletter
- Conducts MBA social events
- Provides MBA students, through active involvement in the association, the opportunity to cultivate professional relationships, develop fundamental management and organizational skills, and interact closely with community business leaders

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Course Descriptions

DEPARTMENT OF ACCOUNTING

Professors: Paul L. Locatelli, S.J., Charles F. Louie

Associate Professors: Marlynn K. Bohman, James F. Sepe (*Chair*),
Neal L. Ushman

Assistant Professors: Jane A. Ou, Shahrokh M. Saudagaran

ACTG 216. Financial Accounting

Introduction to the accounting principles and concepts underlying a business entity's financial reporting. Analysis of asset and liability measurement conventions and their impact on income measurement. No prior accounting background is assumed. (3 units)

ACTG 217. Managerial Accounting

Analysis of accounting data and data collection methods used for management planning, control, and decision-making. Profit planning, internal performance reporting, and the uses of accounting information for routine and nonroutine decision-making. *Prerequisite:* ACTG 216. (3 units)

ACTG 218. Managerial Cost Accounting

Intensive analysis of cost accounting including job-order, process, and standard cost systems, joint and by-product accounting, and variable costing. Advanced analysis of budgeting and relevant cost and revenue data for management planning, control, and decision-making. Designed for students planning to pursue careers in professional and corporate accounting. *Prerequisite:* ACTG 217. (3 units)

ACTG 219. Corporate Accounting I

Intensive study of the principles, conventions, and standards governing corporate asset accounting. Analysis of current pronouncements of accounting rule-making bodies dealing with asset accounting in the context of the objectives of financial reporting. *Prerequisite:* ACTG 217. (3 units)

ACTG 220. Corporate Accounting II

Intensive study of the principles, conventions, and standards governing accounting for liabilities and stockholders' equity. Reporting of earnings, reports of financing and investment activities, and the impact of inflation on conventional accounting reports. *Prerequisite:* ACTG 217. (3 units)

ACTG 223. Taxation I

Analysis of the federal income tax. Primary emphasis on the taxation of individuals. The definitions of gross income, inclusions, and exclusions; business and nonbusiness deductions; adjusted gross income and taxable income; capital assets and capital gains and losses. *Prerequisite:* ACTG 217. (3 units)

ACTG 224. Taxation II

Analysis of the federal income tax as applied to distributive shares of partnership income and the application of the tax laws to corporations. Income tax considerations influencing the choice of form of business organization, partnership vs. corporate form, and "S" corporations. *Prerequisite: ACTG 223.* (3 units)

ACTG 225. Seminar in Financial Accounting Theory

Historical development of accounting principles and accounting thought, deductive normative models of accounting, recent developments in empirical research, the role of accounting information in prediction and decision-making models, and the role of research in accounting policy decisions of rule-making bodies. *Prerequisite: ACTG 217.* Required for students electing a concentration in accounting. (3 units)

ACTG 227. Planning, Budgeting, and Control I

Concepts and applications of planning for the revenues of a firm. Emphasis on various tools for forecasting industry sales and the resulting firm share. The general budget model of a firm and quantification of the effect that forecasted sales have on various segments of

business. *Prerequisite: ACTG 217.* (3 units)

ACTG 231. Auditing I

Introduction to the auditor's professional role in American society. Auditing procedures used to accumulate evidence to support an independent opinion on the fairness of management's financial statements. *Prerequisite: ACTG 217; recommended: ACTG 219 and ACTG 220.* (3 units)

ACTG 250. Financial Statement Analysis

Evaluation of accounting information by decision-makers external to the firm (i.e., investors, creditors) and implications of recent research in accounting and finance for external reporting issues. The concepts developed are applied in several decision contexts, such as solvency determination, value of the firm, security returns, security risk, and dividend policy. *Prerequisites: ACTG 216 and FNCE 245.* (3 units)

ACTG 298. Independent Study
(3 units)**ACTG 299. Master's Thesis**
(3 units)**DEPARTMENT OF DECISION AND INFORMATION SCIENCES**

Professors: Chaiho Kim, Steven Nahmias (*Chair*), Stephen A. Smith

Associate Professors: Charles D. Feinstein, Manoochehr Ghiassi, Zbynek L. Vancura

Assistant Professor: Rhonda Lee Righter

Acting Assistant Professor: Paul M. Thompson

Joseph S. Alemany Professor: Chaiho Kim

DISC 200. Statistical Methods

Introduction to probability and statistical analysis emphasizing applications to managerial decision problems. Probability theory, sampling techniques, statistical estimation and hypothesis testing, simple and multiple regression analysis of vari-

ance, contingency table analysis, goodness-of-fit, and nonparametric statistics. *Prerequisite: DISC 293.* (4 units)

DISC 201. Decision Science

Introduction to the use of mathematical models for managerial decisions. Focus

on applications of common modeling approaches—such as linear programming, decision analysis, and queuing—to business problems. Formulation of mathematical models, solution techniques, and the interpretation of solutions. Practical experience in solving mathematical models on the University computer systems and specific case study applications at the discretion of the instructor. *Prerequisite: DISC 200. (3 units)*

DISC 206. Computer Simulation Modeling

Use of computer simulation to design and operate complex processes or systems. Design, validation, operating procedures, and analysis of results of computer simulation experiments. Study of examples of the applications of computer simulations, including different types of scheduling, such as assembly line and job shop, distribution system design, inventory reordering design, waiting line systems, and the manufacturing processing design. *Prerequisites: DISC 200 and DISC 295. (3 units)*

DISC 207. Management Information Systems

Conceptual background and structure of computer-based information systems. Detailed coverage of the theory and practice of information systems. Modern data processing technology and its applications, information structure, systems concepts, systems analysis and evaluation, and managerial and technological considerations of information systems. *Prerequisite: DISC 295 or equivalent. (3 units)*

DISC 208. Production Management

Survey of problems and techniques of analysis related to the production of goods and services, including facility location and layout, demand forecasting, production planning and scheduling, distribution systems, inventory control and material requirement planning, project management, and quality control. Uses of statistical analysis, decision science techniques, and intuitive and heuristic rules.

Case studies to facilitate class discussions and to emphasize an integrated approach to decision-making. *Prerequisite: DISC 201. (3 units)*

DISC 209. Advanced Production Management

In-depth exploration of two or three areas of production management, such as inventory control, aggregate planning and master scheduling, materials requirement planning, job shop scheduling and assembly line balancing, facility location and layout, quality control, and forecasting methods. *Prerequisite: DISC 208. (3 units)*

DISC 210. Seminar in Manufacturing Management

In-depth exploration of an important contemporary issue in manufacturing management. Selection of the topic for the seminar will be announced before registration. *Prerequisite: DISC 208 or equivalent. (3 units)*

DISC 214. Office Information Systems

A survey of technology and systems design techniques for office information systems. Topics include personal computers and peripherals, local area networks, telecommunications systems, and network resources. Lectures focus on key features of hardware and software and analytical techniques for designing an integrated office information system for business professionals. Includes an individual research paper and a team project. *Prerequisite: DISC 207 or equivalent. (3 units)*

DISC 293. Mathematical Analysis

Fundamental concepts and manipulations of differential and integral calculus. *Prerequisite: satisfactory score on Algebra Equivalency Examination or permission of MBA Committee. (3 units)*

DISC 294. Artificial Intelligence

Survey of basic concepts in artificial intelligence and their applications for

business-oriented problems. Production systems, search techniques, knowledge representation, inference techniques and uses of predicate calculus, statistical and probabilistic reasoning, design and implementation of expert systems, and understanding natural languages. Entails programming in either LISP or PROLOG as well as application developments using Expert System shells. *Prerequisites: DISC 295 and DISC 207 or equivalent.* (3 units)

DISC 295. Introduction to Computers

Introduction to computer concepts, computer usage, and programming. Overview of computer hardware, software, and software development. Hands-on experience with personal computers in the PC Lab, using existing applications software (such as dBASE III) and customizing applications through programming. *Prerequisite: algebra proficiency.* (3 units)

DISC 297. Data Base Management Systems

Generalized data base management systems. Special emphasis on the logical or conceptual (as opposed to physical) aspects of those systems: data models as models of the real world; the relational, network, and hierarchical data models; logical data base design; specialized languages for data base management; data base management system facilities; and data base administration. *Prerequisite: DISC 207.* (3 units)

DISC 298. Independent Study
(3 units)

DISC 299. Master's Thesis
(3 units)

DEPARTMENT OF ECONOMICS

Professors: Mario L. Belotti, William F. Donnelly, S.J., Alexander J. Field (*Chair*), John M. Heineke, Hersh M. Shefrin, Thaddeus J. Whalen, Jr.

Associate Professors: Peter Chinloy, Henry G. Demmert, Carl A. Mosk, Thomas Russell

Assistant Professors: Richard T. Coz, S.J., Laurence R. Iannaccone, Linda Kamas, William A. Sundstrom

Acting Assistant Professor: Laurence Levin

Michel and Mary Orradre Professor: Mario L. Belotti

ECON 231. Economic Analysis for Business Decisions I

Economics as it relates to the decisions managers make. General principles of demand, production, and costs and how these principles relate to the traditional functional areas of organization theory, finance, marketing, accounting, and production management. *Prerequisite: DISC 293.* (3 units)

ECON 232. Analysis of Economic Conditions I

The macro, or aggregative, aspects of the economy. The operations of an economic system with particular emphasis on economic forces that influence the level of income, employment, output, prices, interest rates, and economic growth. Designed to prepare future decision-makers to understand how an economy functions and to help them interpret, analyze, and cope with aggregate economic phenomena. *Prerequisite: algebra proficiency.* (3 units)

ECON 233. Analysis of Economic Conditions II

In-depth study and analysis of selected macroeconomic topics, emphasizing the effects of expectations in a process of aggregate dynamic adjustment and the elements of growth theory and macro dynamics. *Prerequisites: ECON 231 and ECON 232. (3 units)*

ECON 235. Urban Economics

Problems of the urban economy. Emphasis on the planning function of managers of urban areas, especially with respect to location, land use, housing, and transportation. *Prerequisites: ECON 231 and ECON 232. (3 units)*

ECON 237. Economic Analysis for Business Decisions II

Exploration of a wide range of firm decision problems under a number of assumptions concerning firm goals, market "conditions," and firm technology. Focus on using economic theory as a framework for practical business problem solving. Production capacity, run size, and experience effects; empirical models of cost; avoidance of common pitfalls in business decision-making; economic analysis of complex pricing problems and marketing strategies; models of business risk; internal pricing; and incentive problems in the decentralized firm. *Prerequisites: ECON 231 and DISC 200. (3 units)*

ECON 240. Evolution of the Modern Business Enterprise

Evolution of modern management structure and techniques and the modern business enterprise that utilizes them. Focus on the interaction between the technologies of transportation, communication, distribution, and production, on the one hand, and organizational structure and procedures, on the other. *Prerequisites: ECON 231, ECON 232, and MGMT 265. (3 units)*

ECON 241. Money and the Economy

The financial system as a whole. The basic determinants of the supply of and demand for loanable funds, the manner in which funds are exchanged in the money and capital markets, the influence of demand and supply factors on interest rates, the impact of changes in interest rates, money supply, and loanable funds on the level of economic activity. *Prerequisite: ECON 232. (3 units)*

ECON 242. International Economics

The international economic environment and the relationship between public policy and international business activity. Emphasis on the application of principles and techniques of economic analysis to foreign trade and the national economy, the means of international payments, foreign exchange markets, investment overseas, balance of payments effects, competition and specialization, national attempts at control, international agreements and institutions, and changing patterns of investment and trade. Lectures, discussions, and short papers on current policy issues. *Prerequisites: ECON 231 and ECON 232. (3 units)*

ECON 243. Industrial Organization

Advanced analysis of competition and business policy, including the theory of price and nonprice competition in various market structures. Emphasis on the structure, conduct, and performance of various industries. Study of antitrust policy and public utility regulation in terms of their underlying economic rationale and their outcome in practice. *Prerequisite: ECON 231. (3 units)*

ECON 246. Business and Economic Forecasting

Introduction to modern, practical forecasting procedures. Data base construction, estimation, forecasting, and evaluation. Basic techniques include econometric modeling, time series, and judgmental methods. Emphasis on application by means of case studies. Attention to both firm specific (micro) and national economy (macro) forecast issues.

Prerequisites: ECON 231 and ECON 232.
(3 units)

ECON 252. Negotiation, Business Strategy, and the Theory of Games

General techniques for analyzing business problems involving both conflict and cooperation. Emphasis on the negotiation process, from both analytical and behavioral perspectives. The manager as mediator and arbitrator. Use of game theory to conduct strategic analysis internal and

external to the firm. Applications to agenda construction, voting procedures, labor negotiation, agency contracting, pricing policy, timing of new product introduction. *Prerequisite: ECON 231.* (3 units)

ECON 298. Independent Study
(3 units)

ECON 299. Master's Thesis
(3 units)

DEPARTMENT OF FINANCE

Professors: Francis J. Corrigan, Wayne Y. Lee

Associate Professor: Meir Statman (Chair)

Assistant Professors: Sally A. Hamilton, Diana Hancock, Edward R. Omberg, Michael E. Solt

Acting Assistant Professor: Arvind Bhandari

FNCE 245. Financial Management I

Introduction to the basic concepts of valuation and the general problem of financial management, which deals with asset acquisition, financing, and the evaluation of financial performance. The techniques of financial analysis, funds flow planning and forecasting, and the impact of operating and financial decisions on risk. Investment in and financing of short-term assets, the profitability of investment in long-term fixed assets, and the determination of required rate of return for capital investment. *Prerequisites: ACTG 216 and DISC 200.* (3 units)

FNCE 246. Financial Management II

Review of the principles of capital budgeting emphasizing the application of valuation concepts to address the issues of long-term financing: optimum capital structure and cost of capital, as well as dividend policy. The uses and characteristics of alternative forms of securities, such as warrants and convertibles; mergers and acquisitions; bankruptcy and reorganization; and leasing. *Prerequisite: FNCE 245.* (3 units)

FNCE 247. Money and Capital Markets

Role and functions of financial institutions, financial flows, interest rate structures, money and capital markets, and their implications for the formulation of business financial policy. *Prerequisite: FNCE 245.* (3 units)

FNCE 248. Seminar in Finance

Course designed to enable students to apply their knowledge of finance and research skills to a broad range of finance topics. *Prerequisite: FNCE 246.* (3 units)

FNCE 249. Investments I

Introduction to the nature and functions of securities markets and the types of financial instruments traded. The organization, operation, and regulation of these markets; analysis of common stocks and bonds, as well as the uses of options and futures contracts for hedging and speculation; rudiments of portfolio management and diversification. *Prerequisite: FNCE 246.* (3 units)

FNCE 250. Bank Simulation

Course centerpiece is the Stanford Bank Management Simulator, a personal computer program that simulates operations of a commercial bank, based on decisions of management teams. Management teams make a series of decisions. The simulator allows virtually limitless decision combinations and accommodates feedback from other management teams. Competition between banks is encouraged, making the simulation realistic. *Prerequisite: FNCE 256. (3 units)*

FNCE 251. International Monetary and Financial Relations

In-depth examination of the functioning of the international monetary system and international financial arrangements. Transfer of international payments, foreign exchange markets, balance of payments, international liquidity, international portfolios and direct investment, international financial markets and institutions, and international banking. *Prerequisite: FNCE 245. (3 units)*

FNCE 252. Risk Management and Insurance

A comprehensive course dealing with the identification, analysis, quantification, and modification of risk of loss in an organization through the use of cost containment strategies, property and casualty insurance, as well as self-insurance through captive insurance companies. Emphasis on a practical, realistic approach to aggressive risk control. *Prerequisite: FNCE 246. (3 units)*

FNCE 253. Life Insurance

The role of life insurance in economic security; types of life insurance and annuity contracts; selection, classification, and treatment of risks; life insurance law; settlement options and programming; and special forms of life insurance. *Prerequisite: FNCE 246. (3 units)*

FNCE 254. International Financial Management

Financial problems of firms operating internationally, including internal and external sources of funds, the foreign investment decision, financial structures, protection against foreign exchange losses, international working capital management, and import and export financing. *Prerequisite: FNCE 245. (3 units)*

FNCE 255. Real Estate Finance

Study of the risks, practices, and problems involved in financing and investing in real property. Analysis of the economic background of cities, urban growth and structure, and land use policies, using case studies. *Prerequisite: FNCE 246. (3 units)*

FNCE 256. Management of Financial Institutions

The general management and policies of financial institutions, including regulation of financial institutions, interest rate risk management, liquidity, credit and capital management, investment, commercial and mortgage banking. Computer simulations used to assist in the analysis of bank management decisions. *Prerequisite: FNCE 246. (3 units)*

FNCE 257. Investments II

Advanced issues in investment theory and practice. Specific topics covered vary from offering to offering but are typically drawn from the areas of market efficiency; portfolio and capital market theory; valuation of securities, including options and futures contracts; empirical tests of asset-pricing models; and the investment psychology and behavior of investors and the market. *Prerequisites: FNCE 246 and FNCE 249. (3 units)*

FNCE 258. Real Estate Investments

Advanced treatment of investment analysis and portfolio management as applied to real estate investments. Asset valuation theory, appraisal theory, and risk and return measurement. Case studies. *Prerequisite: FNCE 245. (3 units)*

FNCE 298. Independent Study
(3 units)

FNCE 299. Master's Thesis
(3 units)

DEPARTMENT OF MARKETING

Professors: Albert V. Bruno, Shelby H. McIntyre (*Chair*)

Associate Professors: Dale D. Achabal, Karen F. A. Fox,
J. Michael Munson, Tyzoon T. Tyebjee

Assistant Professors: Moshe Handelsman, Edward F. McQuarrie

Executive Lecturer: Lewis C. Winters

Glenn Klimek Professor: Albert V. Bruno

L. J. Skaggs Professor: Dale D. Achabal

MKTG 276. Services Marketing

Examination of marketing issues unique to the growing service sector, including distinctive features of services, segmentation and positioning, demand management, consumer satisfaction, quality, and productivity. Each student works with a service organization to prepare a marketing audit or marketing plan. *Prerequisite:* *MKTG 280.* (3 units)

have played a role in starting new enterprises (e.g., bankers, attorneys, entrepreneurs). Each member of the class develops a five-year business plan for a new enterprise. *Prerequisites:* *MKTG 280 and FNCE 245.* (3 units)

MKTG 277. Product Market Planning and Strategy

The strategic decision of product and market selection and the role of innovation in light of a firm's objectives. Introduction to the decision process for the management of new products and analytic tools to aid the product manager at different phases of the decision process. *Prerequisite:* *MKTG 280.* (3 units)

MKTG 280. Marketing Management I

Analysis of principles and methods of marketing from the viewpoint of management. The role of marketing in business, the nature of marketing organizations and institutions, and marketing decisions and the environmental influences on them. Lectures supplemented by discussion of typical cases in marketing management. (3 units)

MKTG 282. Marketing Management II

Exposure to a variety of decisions required for the effective marketing of goods and services for the consumer, industrial, and nonprofit sectors. Case analysis and a high degree of student participation. *Prerequisite:* *MKTG 280.* (3 units)

MKTG 278. International Marketing

The principles, instruments, and institutions of international marketing, issues such as developing foreign markets through exports, licensing, joint ventures, and multinational operations. *Prerequisite:* *MKTG 280.* (3 units)

MKTG 283. Buyer Behavior

Application of the behavioral sciences to the understanding of buyer behavior. Decision processes of both consumer and industrial buyers, including the key concept of the industrial buying center; and influences of such behavioral concepts as

MKTG 279. Small Business Entrepreneurship

Evaluation of venture ideas and the conversion of these ideas into viable ventures. Discussion of cases, lectures, and presentations by guest lecturers who

motivation, personality, learning, perception, attitude, reference groups, and culture on specific areas of consumer decision-making. A term project of the student's own choosing (related to some aspect of consumer, service, or industrial marketing) constitutes the major portion of the course grade. *Prerequisite: MKTG 280.* (3 units)

MKTG 284. Advertising Management

A study of the role of advertising in marketing, the communication process, the definition of advertising objectives, strategy formulation, budgeting, media selection, copy testing, and evaluation of advertising results. *Prerequisite: MKTG 280.* (3 units)

MKTG 285. Sales Management

Managing the sales function, incorporating current management and quantitative techniques together with concepts from the behavioral sciences. The various duties of the sales manager with particular emphasis on the integrative nature of the tasks. *Prerequisite: MKTG 280.* (3 units)

MKTG 288. Concepts and Techniques in Marketing Research

The application of research methodology to the solving of marketing problems and the application of marketing research to management thinking. Research design and data analysis. *Prerequisite: MKTG 280.* (3 units)

MKTG 289. Management of the Marketing Research Process

Evaluation of marketing research as an input to solving marketing problems; the use and usefulness of marketing research information to marketing managers; more emphasis on information as input to marketing problems than on research design and data analysis. *Prerequisite: MKTG 280.* (3 units)

MKTG 290. Retailing

The problems and opportunities facing retail institutions in today's complex and dynamic environment. Modern management methods and tools for interrelating marketing and financial strategies. Analysis of case problems involving policy and procedure planning by firms of all sizes. Students observe and analyze an actual retailer. *Prerequisite: MKTG 280.* (3 units)

MKTG 291. Industrial Marketing

Application of marketing techniques to the needs of the producer, re-seller, and government markets. Emphasis on a managerial viewpoint and use of findings from the behavioral and quantitative sciences as the foundation for determining a successful marketing mix. Lectures and case discussions. Cases and computer simulations may be used. *Prerequisite: MKTG 280.* (3 units)

MKTG 292. Marketing Information Systems

Focus on the use of information technology as a component in the development of marketing strategy. Students learn how to design, maintain, and organize a marketing information system (MkIS). Central to the course is the analysis of secondary marketing research information. The course highlights the way in which the MkIS can be a competitive weapon and how it can be used as a tool to achieve better customer service. A term paper is required in which an MkIS will be designed for an actual organization. *Prerequisite: MKTG 280.* (3 units)

MKTG 298. Independent Study

(3 units)

MKTG 299. Master's Thesis

(3 units)

DEPARTMENT OF ORGANIZATIONAL ANALYSIS AND MANAGEMENT

Professor: André L. Delbecq

Associate Professors: David F. Caldwell, (Chair), Jacques Delacroix, James L. Hall, Joel K. Leidecker, Peter K. Mills, Dennis J. Moberg, Barry Z. Posner

Assistant Professor: Jeanne M. Logsdon

Acting Assistant Professor: Mark A. Seabright

Senior Lecturer: David R. Palmer

MGMT 260. Management I: Organization and Management

Exploration of the concepts, models, and applications of contemporary organization theory. Goal setting, organization structure, technology, organizational environment, planning and control systems, and formal communication flow, with a stress on applications to ongoing organizational problems. (3 units)

MGMT 261. Social Psychology of Management

Continuation of MGMT 268 with emphasis on interpersonal relations and group dynamics, using an experiential (e.g., role-play) approach. Focus on skills such as assertiveness, conflict resolution, small group leadership, and group decision-making. Diagnostic skills emphasized. *Prerequisite:* MGMT 268. (3 units)

MGMT 263. Managerial Decision- making and Problem- solving

The use of influence and political analysis in organizational decisions. Emphasis on the implementation process. *Prerequisite:* MGMT 268. (3 units)

MGMT 264. Personnel Administration

Exposure to the role and functions of the personnel department in business organizations, with particular emphasis on employment planning, selection, and placement; employee evaluation, train-

ing, and development; compensation systems; and legislation impacting personnel policies. *Prerequisite:* MGMT 268. (3 units)

MGMT 265. Legal, Social, and Political Environment of Business

Investigation of the political, social, and legal environment in which the business enterprise operates. The historical development of capitalism and the American political economy, contemporary interactions of government and societal institutions with the corporation, and the agenda of issues that constitute business-society interaction in the 1980s. Lectures and extensive case discussions. (3 units)

MGMT 266. Business Policy

The Capstone Course for the MBA program. Presented from the perspective of a general manager, with particular emphasis on integration of the various functional areas of the firm. Strategic planning, strategy formulation and implementation, industry and competitor analysis, and firm-specific resource analysis. Heavily oriented toward the case method, supported by conceptual and applied readings as well as lectures. *Prerequisites:* ECON 232, DISC 208, FNCE 246, and the marketing core requirement (MKTG 282 or MKTG 291). Should be taken in the final two quarters of the student's MBA program. See also IDIS 266, Business Policy in High-Technology Firms. (3 units)

MGMT 268. Management II: Organizational Behavior

Analysis of optimum utilization of human resources in the organization. The contributions of the behavioral sciences to administrative practice, such as human motivation, group dynamics, interpersonal relationships, leadership, and management of conflict and change. *Prerequisite: MGMT 260.* (3 units)

MGMT 269. Communications

Focus on communication within the organization, with an emphasis on both oral communication (public talks, formal presentations) and written communication (memos, letters, project reports). (3 units)

MGMT 270. International Management

Issues and problems confronting managers in international operations, including operational strategies and structures and institutions that negotiate and regulate international operations. Blend of conceptual material and case analyses. *Prerequisite: MGMT 268.* (3 units)

MGMT 273. Seminar in Organizational Behavior

Application of the conceptual areas discussed in MGMT 260 and MGMT 268. Simulated experiential learning involving case analysis, group learning processes, and nonacademic resource personnel. *Prerequisite: MGMT 268.* (3 units)

MGMT 274. Career Development

Concepts regarding career dynamics in organizations. Students formulate an individual career development plan based on the understanding of organizational concepts; self-assessment of interests, values, and skills; and the study of the professional labor market. *Prerequisite: MGMT 268.* (3 units)

MGMT 275. Society and the Environment

Seminar on the role of business in modern society, with special emphasis on managerial decision-making. Topics determined by the contemporary business socio-political milieu. Includes current topical readings, seminar discussion, lecture, case method, and outside resource persons. *Prerequisite: MGMT 265; completion of the majority of required courses recommended.* (3 units)

MGMT 276. Seminar in the Management of Service Organizations

The general management and policies of post-industrial or service organizations. The shift to a post-industrial economy, problems of productivity in service organizations, the quality of service output, the customer's role in service operations, control mechanisms for employees and clients/customers, and structural designs. Primary emphasis on private sector services, but with some attention to the public sector. *Prerequisite: MGMT 268.* (3 units)

MGMT 297. Seminar in Management Ethics

Seminar to help managers integrate ethics with management decisions. The goal is to integrate the manager's concern for the welfare of people with competent management. This course is taught by the Charles J. Dirksen Professor of Business Ethics. Specific issues addressed are a function of the current environment and the special interests of the professor. Limited to 20 students. *Prerequisite: MGMT 268.* (3 units)

MGMT 298. Independent Study
(3 units)***MGMT 299. Master's Thesis***
(3 units)

INTERDISCIPLINARY COURSES

IDIS 212. Management of the High-Technology Firm Seminar

Identification and analysis of business issues and problems that are particularly important or unique to high-technology firms. Topics vary from seminar to seminar and include a selection from project management, production, marketing management, personnel management, accounting, investment decisions, economic incentive schemes for innovation, financing, pricing, technological transfer, economic and technological forecasting, and legal issues related to patents and trademarks. Divided into segments of two to four sessions taught by faculty and guest speakers with special expertise in each topic. *Prerequisites:*

MKTG 280, FNCE 245, ECON 231, ACTG 216, DISC 200, and MGMT 260.
(3 units)

IDIS 266. Business Policy in High-Technology Firms

A special version of MGMT 266, the Business Policy course required of all MBA students. Focus on the business definition of development, internal and external analysis of strategic alternatives, and the formulation and implementation of strategy, all from the point of view of high-tech companies. Students may take either MGMT 266 or IDIS 266. *Prerequisites:* same as for MGMT 266; see page 59. (3 units)

INSTITUTE OF AGRIBUSINESS

Professor: Mario L. Belotti (*Director*)
Assistant Professor: S. Andrew Starbird

AGRI 330. Environment of the Agribusiness Firm

Introduction to the economic, social, legal, and political environment of the agribusiness firm. Emphasis on current issues both in the United States and in international agribusiness. Characteristics of agricultural industries and the forces that affect and influence the decisions of agribusiness managers. (3 units)

AGRI 361. Agribusiness Production Management

Application of theory and quantitative methods for management of production activities in agribusiness. Product mix, facility location, production planning and scheduling, inventory management, material requirements planning, and distribution systems. Analysis of problems and case studies through the use of decision science techniques, statistics, and analytical models. *Prerequisite:* DISC 200. (3 units)

AGRI 362. Agribusiness Project Planning

Course focuses on the evaluation, planning, and programming of agribusiness projects, including such topics as project objectives and definition, scope of work, methodology of performance, financial analysis and sensitivity analysis, cash flow methods of project financing, and other pertinent information. *Prerequisites:* completion of all Tool Courses and FNCE 245. (3 units)

AGRI 370. Agribusiness Finance

Financial analysis and financial management problems of agribusiness firms. Emphasis on risk management, financial modeling, and integration with marketing and production management. Structure of capital markets and sources of funds for agricultural operations. Students conduct case analysis and prepare presentations. *Prerequisite:* FNCE 245. (3 units)

AGRI 371. Managing the Agribusiness Enterprise

The Capstone Course integrating problems of production, marketing, and finance as they relate to management decisions of agribusiness firms. Policy development and formulation of agricultural operations. Focus on case analysis of agribusiness firms. (3 units)

AGRI 380. Agribusiness Marketing

Concepts, processes, and institutions involved in the marketing of products by domestic agricultural firms. Nature of demand for agricultural products, pricing, marketing strategy, promotion, and advertising. Changes in the structure of markets for agricultural products and agricultural industries. *Prerequisite: MKTG 280.* (3 units)

AGRI 381. International Agribusiness Marketing and Development

Concepts, processes, and institutions involved in the international marketing of agricultural products. Size and importance of international markets, international trade flows, tariffs and trade barriers, and role of private firms in economic development. (3 units)

AGRI 383. Commodities and Risk Management

Techniques for price risk management of commodity purchases, inventories, and

production. Price forecasting using econometric models, futures contracts, and options are used to mitigate effects of uncertain prices. Lectures are augmented with term projects, computer exercises, readings from current literature. *Prerequisite: DISC 200.* (3 units)

AGRI 385. Advanced Topics in Agribusiness

Intense study of a selected topic in agribusiness. Concentration on one or more of the functional areas of business and administration. Topics complement Institute of Agribusiness courses. *Prerequisite: permission of instructor required.* (3 units)

AGRI 390. Field Experience

A specially designed job situation in which the student studies a problem of particular importance to the company's management. The activity culminates in a written report providing recommendations for action and supporting analysis. (3 units)

AGRI 391. Independent Research

A written, in-depth study of a subject, usually involving field collection of data. *Prerequisite: approval of topic by a member of the Agribusiness faculty.* (3 units)

12

University Religious, Social, and Cultural Life

CAMPUS MINISTRY

Campus Ministry functions as a leaven within the University community so that the Living God may be magnified in all people: students, staff, faculty, and alumni. In keeping with the Jesuit tradition of developing the person, and with the ideal that all of us be people for others, Campus Ministry seeks to facilitate growth in individuals and the community by its presence, programs, and services.

The Campus Ministry staff reflects the reality of the Church today: a team of lay women and men, women religious, and clergy, who encourage all members of this community to deepen their religious commitment in “the service of faith, of which the promotion of justice is an absolute requirement” (Decree 4, 32nd General Congregation of the Society of Jesus).

To attain this vision, Campus Ministry offers the University community a variety of programs: liturgies and other sacramental celebrations, retreats, counseling and spiritual direction, educational forums, interfaith sharing and Bible studies. We collaborate with all segments of the community in the planning and carrying out of our programs.

In all of this, Campus Ministry is guided by the words of the prophet Micah: “This is what the Lord asks of you, only this: to act justly, to love tenderly, and to walk humbly with your God.”

STUDENT LIFE

Participation in extracurricular activities is encouraged as part of the total development of the Santa Clara student. The primary educational objective in supporting student activities and organizations is to foster a community that is enriched by men and women of diverse backgrounds and wherein freedom of inquiry and expression enjoy the highest priority.

The following sections describe various aspects of student life and services. More detailed information is provided in the *Student Handbook*, which may be obtained by writing to the Office of the Dean of Students.

Athletics

The University maintains a well-balanced program of intercollegiate, instructional, and intramural athletics.

Intercollegiate competition for men is conducted in football, basketball, baseball, tennis, water polo, golf, soccer, crew, bowling, cross-country, volleyball, lacrosse, and rugby. Intercollegiate competition for women is conducted in volleyball, basketball, softball, tennis, cross-country, soccer, and crew. All of the participants in these sports compete against opponents of recognized national standing.

The University is a member of the National Collegiate Athletic Association, West Coast Athletic Conference, Western Football Conference, and Pacific Soccer Conference.

STUDENT ACTIVITIES

The Student Activities Office in Benson Memorial Center is available to assist students in maximizing their educational opportunities outside the classroom and to promote the value of community service for all student organizations. The office staff function as advisers to Associated Students, including the Executive Board, Student Senate, Board of Constitutional Review, and Social Presentations. They also advise the Benson Center Program Board, Santa Clara Community Action Program, and Special Olympics Committees.

This office also administers the University recognition procedure for all student clubs and organizations. Students interested in joining a student organization or forming a new club or organization are encouraged to come by the Student Activities Office for more information.

A number of leadership workshops for student organization leaders are offered throughout the year. Workshops cover such topics as membership recruitment and retention, planning effective meetings, leadership transition, publicity, fund raising, program planning, organizational finances, and program evaluation.

Students who desire to participate in a leadership workshop or need advice on any matter relating to a student organization should contact the staff in the Student Activities Office for assistance.

Student Organizations

Students can become involved in a number of the more than 70 academic, recreational, religious, social, ethnic, and political organizations active on campus. Information on how to join or form an organization is available in the Student Activities Office.

Santa Clara Community Action Program The Santa Clara Community Action Program (SCCAP) is a student volunteer organization founded in 1966. The volunteer opportunities that it offers in schools, hospitals, special educational centers, and the local jail system provide experiences in education, law, medicine, psychology, religious studies, and sociology. This exposure is not

only useful in making wise career decisions, but important in the sharing of moral values.

Debate Santa Clara has traditionally had one of the strongest intercollegiate debate teams in the western United States. The team participates in approximately ten tournaments annually, including several out-of-state invitationals.

The program is open to participation by all students, and some scholarships are available to those with previous experience in national contests. For information regarding these scholarships, contact the Financial Aid Office.

KSCU-FM Radio KSCU-FM is managed and operated by Santa Clara students. It is designed to train students in broadcasting skills and to provide the University community with music, news, sports, and public service information.

The Owl *The Owl*, founded in 1869, is the University's literary magazine and the oldest college publication in the West. It invites authors from every academic area to present their works for publication. Published twice a year, the magazine includes essays, journalistic pieces, short stories, poetry, and reviews.

The Redwood Having recently published its eighty-third edition, *The Redwood*, the University's student-produced yearbook, continues to record the annual story of the University. Over the years, *The Redwood* has earned a reputation for trendsetting and creativity in text, photography, layout, and graphic design.

The Santa Clara As the weekly campus newspaper, *The Santa Clara* reports on current events, sports, entertainment, and people. Outstanding coverage and design recently earned *The Santa Clara* an award that placed it in the top sixth of the country's university papers. All students, both undergraduate and graduate, are welcome to join the staff of nearly 75 students who work in reporting, photography, graphic design, typesetting, advertising, and layout.

STUDENT RESOURCES AND SERVICES

Listed below are the many service centers established to meet the needs of students. Each center provides a variety of programs to encourage personal growth.

Career Development and Placement Center

The Career Development and Placement Center provides a variety of services to assist students in clarifying, planning, and achieving their career goals.

A professional staff of counselors offers career counseling to individuals and groups. Workshops are held regularly on career planning, which includes self-assessment, resume writing, interviewing, and job search strategies. Programs have been developed that bring professionals from various fields to present information about career opportunities. A special program of informational interviewing links students with alumni in a variety of fields.

The Career Development and Placement Center maintains strong contacts with employers. Information on internships and cooperative education is available, as well as listings on full-time, part-time, summer, temporary, and work-study jobs. Over 250 local, national, and international employers recruit on campus to fill employment needs, and job career fairs attract many employers to the campus. An extensive file is maintained with names of contacts at employer organizations.

Counseling Services and Programs

Counseling Services and Programs, located on the second floor of Benson Memorial Center, offers free professional counseling to all undergraduate and graduate students. Confidential psychological counseling in a supportive atmosphere is designed to help students attain greater self-understanding and become more personally effective. Some of the concerns that students discuss with counselors include stress, depression, sexuality, individual identity, and family, friendship, and love relationships. The special issues of minority and international students are recognized. In addition to individual, couples, and family counseling, small groups and workshops related to topics of general interest are frequently offered. Consultation and referral for faculty and staff and training opportunities for graduate students in counseling are also available.

Students in crisis or with urgent needs can be seen immediately on a walk-in basis, and regular appointments through the receptionist can usually be made within one week by calling 554-4172. Counseling hours are Monday through Friday, 8:00 a.m. to 5:00 p.m. and evenings by appointment.

Student Health Center

Student health services are located in the Cowell Building on campus.

Students may see the campus physician by appointment or for emergency drop-in services 9:00 a.m. to noon and 2:00 p.m. to 5:00 p.m. weekdays while the University is in session. Nurses are available 24 hours per day every day. There are infirmary beds for those too ill for dormitory or apartment living but not sick enough to need hospitalization.

All full-time undergraduate students and full-time law students are eligible for medical care at the center at no charge as health service fees are part of their regular University fees. Graduate students and part-time undergraduate students, on payment of a minimal health service fee per quarter, are also eligible for medical care. With the exception of repayment for some drugs and laboratory work, no fee is charged to students using the service. Extra insurance coverage for outside care or other special needs is available and recommended for all students. Inquire at the Student Health Center for information or call 554-4501.

All full-time undergraduate and law students are required to have a pre-entrance health examination by their personal physician, as are graduate or part-time undergraduate students who choose Health Center service by paying the health service fee.

Student Resource Center

The Student Resource Center provides services to help specific student populations achieve a successful and satisfying experience at Santa Clara University. The center also strives to increase the cultural awareness of the University community. Additional services provided in the center include interviews for students considering withdrawal from the University and coordination of the Multicultural Center. The following services are housed within the Student Resource Center:

Black Student Resources Black Student Resources addresses the many and varied needs of black students in a setting that furnishes the "identification ingredient" so necessary in initial contacts, and the office serves as a catalyst for continued understanding and cooperation. Students' academic and personal concerns are examined and explored for possible solutions, including appropriate referrals. BSR plans cultural programs and maintains a liaison with the local black community.

Chicano Student Resources Chicano Student Resources provides support and assistance to students who identify themselves as Chicanos or Latinos. Individual academic and personal adjustment concerns are addressed, and referral to other University services is facilitated when necessary. In addition CSR coordinates cultural, educational, and community involvement.

Disabled Student Resources Disabled Student Resources provides a centralized location where students with disabilities are helped to participate effectively in all aspects of campus life. The office assists students obtain instructional and living accommodations and access to University programs and activities. It also serves as a liaison between students and rehabilitation agencies and promotes awareness of disability issues in the campus community.

International Student Resources International Student Resources provides general advising and referrals, cultural programs, special events, speakers, and workshops for international students. Orientation, Host Family, and Cultural Sharing Partners are a few of the programs specifically designed to encourage relationships between American and international students. ISR also provides advice to the International Students Club, Overseas Chinese Students Club, and International Graduate Students Association.

Off-Campus Student Resources Off-Campus Student Resources encourages the commuter student to become more involved in the co-academic programs offered at SCU. The Off-Campus Students Association sponsors social activities targeted for nonresidential students. The office also facilitates interaction between on-campus and off-campus students and encourages more involvement and a sense of community for students not living on campus.

Women Student Resources Women Student Resources provides support, information, and programs that promote the personal, educational, and professional interests of women at Santa Clara. By encouraging University women to pursue their individual and collective goals, WSR reflects its commitment to

challenge those aspects of society that diminish an individual's capacity to achieve full potential. WSR sponsors workshops and speakers on issues of concern to women and maintains a circulating resource library of books and current periodicals.

Multicultural Center The Multicultural Center, located in the lower level of Graham 100, provides an environment supportive of different heritages and experiences. Lounge space and resource materials are available for the University community. The center sponsors and hosts various cultural and ethnic programs and activities and maintains office space for minority student organizations, including Barkada, MECHA-El Frente, Igwebuike, Asian Pacific Student Union, Ka Mana 'O Hawaii, and Chinese Student Union.

Project 50 Project 50 is a special program that encourages local eighth graders from low-income families to complete high school and pursue a college education. Approximately 50 disadvantaged students, chosen on the basis of academic potential, need for motivational support, and low-income background, participate in this summer program each year. About 90 percent of those selected are members of ethnic minorities. Students in the project work for a spirit of personal values and self-assurance with the support of caring counselors. For Santa Clara students-turned-counselors, Project 50 provides an enriching experience.

Teaching and Learning Center

The Teaching and Learning Center, located at the rear of Varsi Hall, offers a variety of programs to help students improve their learning skills and prepare for further education.

Training in study skills, including coping with test anxiety, is available through workshops or individually. Academic Improvement Groups (AIGs) meet every term to improve general academic adjustment and to help students with time management, study reading, notetaking, and other study skills. Test 'n Tension (TNT) groups help students prepare for and improve performance on different types of exams. For students who want to work on their own, there are self-paced instructional programs in comprehension, grammar, memory, spelling, notetaking, and other study skills. A limited number of opportunities are available for graduate students who wish to work as tutors for undergraduate courses.

The Teaching and Learning Center also assists juniors, seniors, and graduate students who plan to enter graduate or professional studies select a school and secure financial aid. It offers counseling, conducts workshops on writing statements of purpose, maintains a collection of directories and more than 800 catalogs, and arranges campus interviews with various graduate school representatives from California schools as well as those from other states.

For national and international competitions for scholarships in which candidates must be officially nominated or endorsed by the University, the director of the Teaching and Learning Center, together with several members of the faculty, selects the nominees and arranges the endorsements. This office does

not award fellowships, scholarships, or other financial assistance for study at Santa Clara or elsewhere.

The center also offers support for faculty through faculty development programs such as workshops on teaching and confidential individual evaluations of teaching.

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Facilities

Adobe Lodge

Adobe Lodge is the oldest building on campus. Restored in 1981 to its 1822 decor, the Lodge contains a presidential dining room as well as central and private dining facilities for faculty and staff.

Benson Memorial Center

The Robert F. Benson Memorial Center is the hub of campus life. The Benson Center is designed to meet the various needs of students, faculty, staff, alumni, and guests and to provide an environment for the education of the whole person that continues outside the classroom. Among the many services and facilities available are the Information Desk, Game Room, Cafe St. Claire, Benson Cafeteria, Bronco Corral, Spotlights, Shapell Lounge, a convenience grocery store, parlors, and Williman Room. Also housed in the building are the bookstore and post office, in addition to a number of student services offices and the offices of Campus Ministry and Associated Students.

Classroom Buildings

Nine classroom buildings house not only some 72 classrooms but numerous administrative offices as well. Mayer Theatre and three Fine Arts buildings also provide special classroom, rehearsal, and performance facilities.

Computing Facilities

Santa Clara provides both mainframe and personal computing facilities to support educational programs. Free noncredit short courses for both types of computers are offered periodically. Computer labs are typically open from 9:00 a.m. to midnight Monday through Friday, with hours slightly reduced on weekends.

The principal academic mainframe system is a Digital Equipment Corporation VAX-8650 running under the VMS operating system. There is also a VAX-11/750 running under the UNIX operating system. Approximately 75 terminals, located at three centers around campus, can access either of these machines. Both systems operate 24 hours per day, and student access through dial-up ports is also available.

PCs are concentrated in three general-purpose laboratories containing 140 IBM machines and various software packages for word processing, spreadsheet

and data-base applications, and programming. Each of these PCs can also function as a terminal to the VAXes. An additional 90 IBM PCs are contained in three special-purpose classrooms: the English Writing Lab, Business School PC Classroom, and Engineering PC CAD Lab. Ten PCs and two ATs are located in three smaller clusters serving the Chemistry, Mathematics, and Physics departments.

The School of Engineering operates an advanced graphics workstation facility containing 50 Hewlett-Packard 9000/320 computer systems with high-resolution color displays. These machines are located in two classroom facilities (20 systems each) and five engineering laboratories, and are used for computer-aided design (CAD), computer graphics, and software development by all four engineering disciplines. The school also operates eight IBM PC RT workstations used for computer graphics.

Most of the academic computers are connected by an Ethernet local area network (LAN) that provides high-speed communications between the various systems. The VAX-8650 is also a node on the BITNET wide-area network, providing students and faculty with electronic mail and file-transfer connections to over 200 institutions in the United States, as well as others in Canada, Europe, and Japan.

To encourage integration of computing into the curriculum in all disciplines, the University has made over 150 IBM PCs available to faculty in every academic department.

Cowell Health Center

Cowell Health Center offers health services to students (see page 66). The Cowell Building also houses the Public Safety Office and the University Personnel Department.

de Saisset Museum

The de Saisset Museum includes American, European, African, and Oriental art, as well as historically important objects from the early days of Mission Santa Clara. In addition to its permanent collection, it features special exhibitions of traditional, modern, and contemporary art.

Museum hours are Tuesday through Friday, 10:00 a.m. to 5:00 p.m.; Saturday and Sunday, 1:00 p.m. to 5:00 p.m.

Kids on Campus

Kids on Campus is the University child care and preschool center for children of students, faculty, and staff members. The center is a cooperative under the supervision of a volunteer committee of parents with a small staff of paid employees and parent and student volunteers. It is also used occasionally by students in psychology and education courses for practicum experiences. The preschoolers benefit from a carefully developed program designed to meet their interests and to prepare them for kindergarten. Students are encouraged to visit the Kids on Campus facilities on the east side of the campus.

Leavey Activities Center

Leavey Activities Center is a widely used extracurricular outlet at Santa Clara. Since the construction of this approximately two acres of recreational facilities, the intramural and recreation programs have achieved 80 percent student participation and maintained a high level of interest in competition, recreation, and social activity.

Included in the center is the Toso Pavilion for basketball, as well as racquetball courts, a volleyball area, swimming pool, men's and women's locker rooms, weight training section, sauna, and steam rooms. With such facilities and activities, the Leavey Activities Center has fulfilled its design for use by students, faculty, and staff of the University. It also continues to serve as a setting for cultural and social events.

A monthly schedule of hours and activities is posted on the Leavey bulletin board. Students must present validated ID cards to an attendant upon entering.

Louis B. Mayer Theatre

The 500-seat Louis B. Mayer Theatre is designed to provide the traditional proscenium stage common to most theatres, as well as an orchestra pit and thrust elevators that can be raised or lowered electrically. In a remarkably simple procedure, a wall is moved, a few seats are relocated, and the main theatre is reoriented to a new dramatic form that extends the stage into the auditorium so that the audience surrounds the action on three sides.

Mayer Theatre also has a special floor constructed for dance, as well as a large movie screen and film projector.

The Fess Parker Studio Theatre, housed within the Mayer Theatre complex, has no fixed stage or seating. Its "black box" design, complete with movable catwalks, provides superb flexibility in an experimental setting.

Mission Santa Clara

Mission Church marks the historic heart of the University. Adjacent to the beautiful Mission Gardens, the Church holds regular liturgical and sacramental services and provides an open place for quiet reflection and prayer.

Nobili Hall

Nobili Hall provides on-campus housing for the University's Jesuit community. The four-story facility, named for John Nobili, first president of the college, contains a dining area and a chapel.

Michel Orradre Library

The Michel Orradre Library, with 116,000 square feet of space, has some 469,000 books and periodicals, more than 3,400 current periodical subscriptions, and 317,000 microforms. It is an official depository for both California state and U.S. government documents, which number some 265,700.

The library has an open-shelf plan and is open seven days a week for a total of 108 hours.

Holdings in biology, chemistry, and physics are maintained in the Science Library in the Edward Daly Science Center.

Detailed information regarding the use of the Michel Orradre Library is available in the *Library Handbook* published by the library staff.

Ricard Memorial Observatory

Named after Father Jerome S. Ricard, S.J., Santa Clara's "Padre of the Rains" who was most famous for his "sunspot theory" of weather forecasting, the observatory now houses all of the University's audio-visual equipment.

Buck Shaw Stadium

Built in 1962 for Santa Clara's varsity football, baseball, and soccer programs, the 10,000-seat stadium and the surrounding practice fields are the outdoor facilities for Santa Clara's highly successful intercollegiate and intramural athletic programs.

Accreditations and Memberships

ONE HUNDRED AND THIRTY-EIGHTH YEAR
1988-89

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Accredited by the American Assembly of Collegiate Schools of Business (Undergraduate and Graduate Programs)

Accredited by the American Bar Association

Admitted to Membership in the Association of American Law Schools

Accredited by the State Bar of California

Accredited by the Accreditation Board for Engineering and Technology (Undergraduate Civil, Computer, Electrical, and Mechanical Engineering)

Accredited by the California State Commission on Teacher Credentialing

Accredited by the American Chemical Society

Admitted to Membership in the National Association of Schools of Music

Admitted to Membership in the National Association of Schools of Theatre

Accredited by the American Association of Museums

Member of the American Council on Education

Member of the Council of Graduate Schools in the United States

Member of the American Council of Learned Societies

Member of the Association of Jesuit Colleges and Universities

Member of the Conference of Western Law Schools

Member of the College Entrance Examination Board

Member of the Association of American Colleges

Member of the Association of Independent California Colleges and Universities

Member of the Council for Advancement and Support of Education

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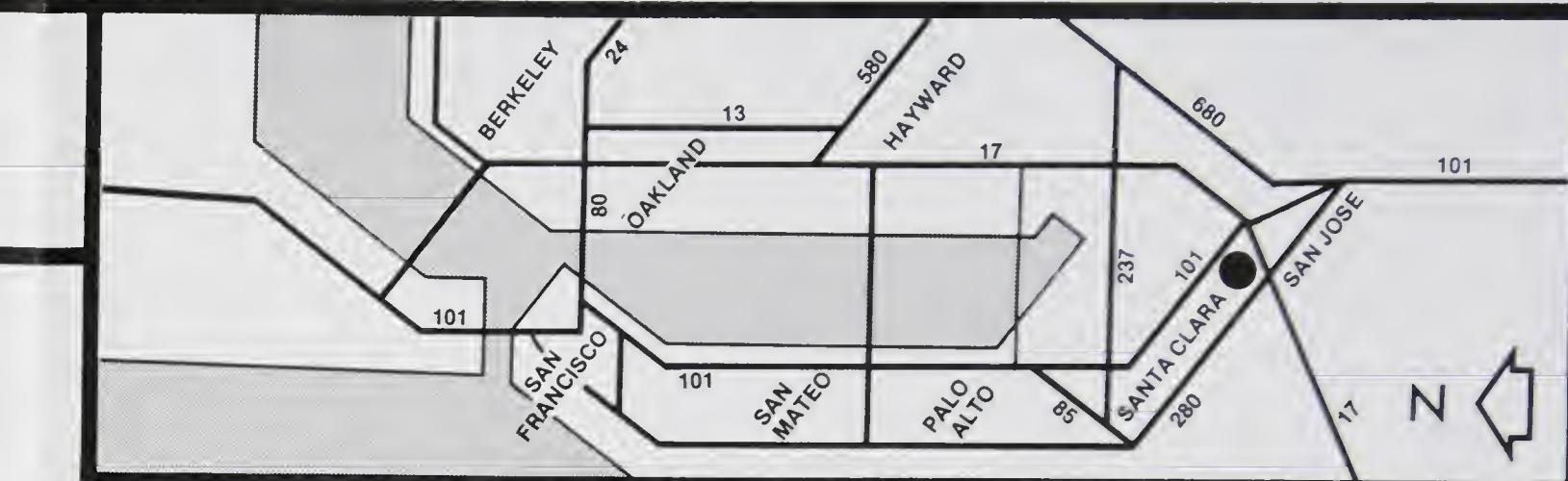
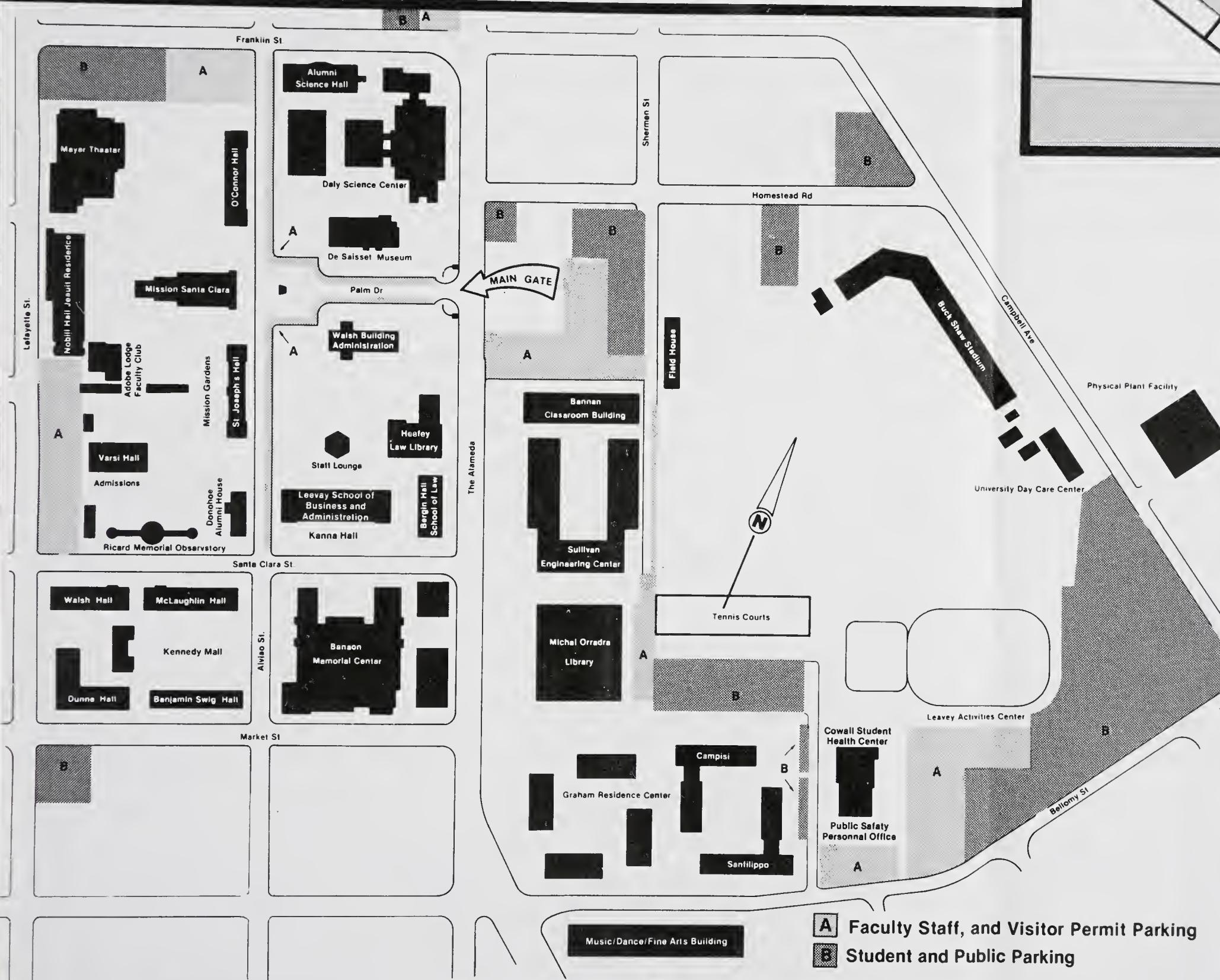
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